

PUBLIC RELATIONS JOURNAL



Promoting a merger . . .

NOVEMBER, 1955

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NOTED IN BRIEF . . .

• There is evident today a marked trend among industrial and professional organizations to tell their "story" to various publics, and the motivations behind these attempts are perhaps as varied as the efforts themselves. Read Dr. Robinson's interesting dissertation on motivation as applied to public relations techniques.

• A bride-to-be who got cold feet and a parade that died a phantom touched off a giant public relations program told in the colorful, grandiose language of the typical Oklahoman.

• It is often difficult to find a public service activity which is related to the product or service of the client or company . . . but Farley Manning Associates found one for the paper cup and container industry which reaped untold public relations dividends.

• William F. Calkins describes the trials and tribulations of arranging and conducting the recent California tour of the Soviet agricultural delegation.

• The National Association of Foremen embarked on a public relations program to inform the public about the organization. After the first four years, according to Dean Sims, the best benefits have been what they learned about themselves.

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The world's largest management association shows how the greatest rewards from your public relations program can come from listening to the public after you tell your story.

COVER PHOTO

Officials of the former Sunray Oil Corporation and the old Mid-Continent Petroleum Corporation in Tulsa, along with a cashier of the First National Bank and Trust Company, survey pile of \$2 bills which were distributed (10 to each employee) in pay checks during the week of the Sunray Mid-Continent merger. See page 6.

Congressional Committees—1956

DECENCY AND REASON will be manhandled during coming months in Washington. In an election year, as almost everyone knows, the committees of our Congress become, more than ever, a sounding board for partisan propaganda that may outrage the sensibilities of all but the densest voter.

Certain values are ascribed to the investigating powers of the Congress. But these values become more suspect every year (particularly every election year) because of the excesses — due to the poor morals or poor manners — of individual Senators and Congressmen. The prestige of those committees engaged in serious and legitimate work is sapped by the activities of those that are more interested in making votes than in making sense.

An incident during the recent Dixon-Yates hearings illustrates one type of excess. Senator Langer of North Dakota twice accused a witness of lying. If this Senator had not been comfortably wrapped in the official immunity of his office the offended witness would have recourse to a libel suit in the courts. He has no such recourse. In this connection, it is interesting to note that other Senators on this committee failed to protect the witness against reckless charges.

What has this to do with public relations? It has to do, first of all, with the legitimate use of congressional committee facilities as a forum for the exposition of ideas. Public relations counsel frequently urge clients to appear before these committees in an effort to clarify issues in which they have an interest. But the committees lose their value as fact-developing media when their discipline is shattered by irresponsible partisans, by headline-seekers, and by the emotionally immature.

But, more important is the public relations of the world's most important legislative body. Whether its individual members deserve respect or not, the Congress must retain its prestige if its processes and enactments are to hold the regard of the people — a regard for law that is essential in a democracy. And the immoderate pursuit of committee activity is the greatest single threat to the public relations of the Congress itself.

When another midwestern Senator de-

veloped, a few years ago, a new and shocking technique of inquisition, the prestige of the Congressional committee touched an all-time low. In the subsequent censure proceedings there was talk of a code of fair treatment for use by investigating committees. Where is the code? If it was proposed as a PR measure to support the sagging prestige of the Congress (and we suspect it was), we might point out that sound public relations practice calls for fulfillment of the promise.

Dr. Hutchins

FEW EGGHEADS can match the appeal that Robert Maynard Hutchins has for us. His stuff has amazing quality, despite the quantity of writing and the almost limitless area that he covers. But, the handsome doctor occasionally strays into our field and starts us wondering about the soundness of our long-time appraisal of him. Take this quote from *The New York Times*:

An administrator who abandons his lofty aims in the face of criticism and pursues public relations instead may make himself and his institution rich and popular, Dr. Hutchins said. He defined public relations as "trying to find out what the prevailing opinion is before you act and then acting in accordance with it."

This is a pretty cute technique: You create your own definition, contrary to the commonly accepted one, and then attack it. The old straw man technique, clever but confusing.

Salute to Fortune

ONE OF THE UNHAPPY goads to public relations people is the tendency of people who either know nothing about public relations work or don't understand it to cudgel their wits and bring off a piece on our field. Comes a refreshing note. More than that, a very solid contribution to the better understanding of public relations—one of the best that has rolled off any press within our recollection.

Our reference, we hope, obviously is to "Management's Self-Conscious Spokesmen" in the November issue of *Fortune*, a work of considerable study and research, which easily proves the worth of such an approach to writing on so involved a subject. Maybe there's a little over-emphasis on sales per se, maybe your own self-conscious toes will be trod occasionally, but summing it up as an assist to better understanding, of public relations, we think it deserves high praise.

A psychologist looks at public relations

By Edward J. Robinson, Ph.D.

Assistant Professor of Psychology
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THERE IS EVIDENT today a marked trend among industrial and professional organizations to tell their "story" to various publics. The motivations behind these attempts at "storytelling" are perhaps as varied as the efforts themselves. In general, however, they have the purpose of furthering some facet of a public relations program. This trend is desirable if only because it indicates increasing awareness by management that good public relations is a necessity for the continued success of the organization.

It appears to the writer, however, that the basic strength that lies in "telling your story" has been utilized excessively to the exclusion of other approaches. Providing information via any of the various communications media has come to be relied upon too heavily to achieve public relations goals. This article suggests an additional set of considerations that should be entertained when carrying out a public relations program.

Problem of change

A great many of the public relations programs facing an organization can be summed up with the single word "change." It may be the problem of changing the unfavorable attitude of the local community concerning the presence of a factory. On the other hand, it may be changing employees' attitudes concerning a particular manage-

ment policy. The point is that so often the main objective of a public relations program is to produce attitudinal change in one direction or the other and then maintain that change. Two main types of change are apparent, which we can call change Type A and change Type B.

Type A involves change from misconceptions to accurate conceptions. This is where the public in question has one particular set of incorrect ideas concerning an organization and the main objective of the public relations program is to substitute (and have accepted) correct information.

Type B involves a change from no information to some information. Perhaps the best example of Type B change has been the public relations programs designed to inform the public about a particular material and its importance in the manufacture of many common objects enjoyed by people.

There is probably no safer truism than that the problem of changing people is highly interrelated with the problem of motivating people. In order to produce change, whether Type A or Type B, we must be able to bring about the necessary accompanying motivational changes. People just do not change unless motivated to do so. It is the contention of the writer that instead of making a more careful analysis of the change problems involved, many public relations people have merely

extended their efforts in the direction of making more and more communications to the particular publics in question.

A logical question follows: "Why has emphasis on communication of information as a means for changing people come about?" To answer this question a brief analysis of changing trends in the field of public relations and in related areas is necessary.

Problems in Advertising

In the related field of advertising we find people faced with the twofold problem of change in much the same sense as was outlined above. Advertisers have Type A change problems, i.e. changing misconceptions to correct conceptions with respect to a particular product. They also have the more frequent Type B change problems, i.e. informing people about a new product, or changing non-owners to owners.

Advertisers have been successful in solving their "change problems". But advertising "change problems" are not identical with the "change problems" facing so many people responsible for public relations programs. The advertiser has "culture" on his side, in that most of us, by the time we are of consumer age, have instilled in us motivation or "need" for many, many items that are the responsibility of the advertising man to sell. Hence, the job of the advertiser becomes primarily

one of *directing* individuals towards one product instead of another. In general, motivating his publics to buy something in the first place is of secondary importance.

(The argument may be raised here that the energetic work of the advertiser over the years really constitutes the "cultural" influence referred to above, which in turn has provided the motivation present now in most selling situations. This is an interesting consideration. However, regardless of how this "cultural" influence is produced, most of us approach the goods and services situation with which the advertiser is concerned with a considerable number of "built-in" motivations. Most of us "just have to have" a new suit, dress, car, freezer, ad infinitum).

With this sort of analysis it can be readily understood why frequency of subjection to advertising results in buying a particular product. When the time comes to buy we tend to move in the direction of the product we have heard the most about. This situation, fortunately or unfortunately, doesn't exist in most public relations change situations.

Public relations demand

A second series of events related to the advertising situation also bears consideration. In recent years there has been increasing demand for the services of public relations specialists which has out-stripped the supply of *trained* public relations people.

As a result, many people who were previously in the field of advertising have switched to the field of public relations and have attempted to apply their skills and techniques to public relations problems. Many of these attempts have failed simply because the type of change problems encountered in the public relations situation do not have motivation "built in," and information alone is not enough to bring about the desired change.

The problem of obtaining volunteers

In a recent master's thesis done at Boston University School of Public Relations and Communications, an attempt was made to isolate some

of the factors that "cause" a person to become a volunteer worker for a non-profit agency. One of the interesting side findings of this study has particular application here. The researchers found that the person who *did not* volunteer his services to the Red Cross (one of the non-profit agencies studied) knew as much about the needs and goals of the Red Cross as the person who did volunteer. This would indicate that efforts to "inform" people concerning the needs of the Red Cross have been successful. However, this information alone appears insufficient to produce a volunteer. Other procedures appear necessary to bring about the motivation to become a volunteer worker.

Demonstrating the point that changing people involves more than just information would not be particularly useful unless some suggestions as to how this could be remedied also were considered. It appears to the writer that there are numerous examples of social science research in the area of changing people's attitudes and/or behavior that have relevance to the problem involved here.

Changes involving production workers

As anyone who has been in charge of work groups knows, when change in the work procedure is introduced, a drop in production frequently occurs and generally there is a slow recovery to previous levels of performance.

An example is an experiment dealing with various methods of introducing production changes with people making pajamas—a control group and three experimental groups of workers.

The control group had originally stacked its work in half-dozen lots on a flat piece of cardboard the size of the finished product. Their new task now required them to stack the same work, in the same size lots, in a *box* the size of the finished product. Notification of this production change followed the usual company policy. The workers were called together, informed of the change and the reasons behind the change. The new procedure was carefully explained, questions were answered, and then the group was dismissed and returned to its modified task.

The first experimental group had its changes introduced in the following manner. Whereas originally workers had folded coats with pre-folded pants (pajamas), their new job now consisted of folding coats with unfolded pants. The group was called together and the savings resulting from this operation pointed out to them. The group discussed the proposed changes and agreed to adopt management's plan. "Special operators" were selected from the group to be trained in the new methods with the understanding that they in turn would train all the other operators.

Experimental groups two and three went through substantially the same change procedure outlined above. Their task was formerly clipping threads from the entire garment and examining every seam. The modified task now called for pulling only certain threads and examining every seam. The groups were somewhat smaller than experimental group one, which permitted all the operators to serve in a sense as "special" operators.

Comparison of the control with experimental groups revealed a definite superiority of the experimental groups from the standpoint of change. The groups in which participation via group discussion was permitted returned to their previous (or higher) levels of production more rapidly and with less friction among the workers than the control group which was handled in the customary manner.

Numerous other studies could be cited which deal with the problem of changing people's attitudes and/or behavior. During World War II there was an experiment concerned with changing the meat-eating habits of people from popular cuts of meat (steaks, chops, etc.) to the more unpopular ones (kidneys, sweetbreads, etc.). Participation via group decision proved superior to a lecture situation which tried to stress why people ought to change their eating habits. Also, this superiority was found to last for a longer period of time.

Generalizations

These and similar studies provide us with some generalizations which have application to many

public relations situations. Some of the more important follow:

- Attempts to change people appear to be more successful when some sort of participation on their part is possible.

- Participation must be such so as to give the individual involved the feeling that his contribution to the situation, small as it may be, is either recognized or utilized. Situations in which an individual is asked to participate but which, in fact, he has little or no control over would not be expected to produce the same desirable results noted above. As a matter of fact, such pseudo-participation situations might well have a reverse effect.

- Although the studies only indirectly substantiated this, participation appears to be highly related to motivation. That is, when an individual has an opportunity to participate, he seems to become more strongly motivated, especially in the direction of the topic under consideration.

- Most important of all, it appears that for some types of change situations, information alone, even when carefully directed to a "captive audience" is not effective in changing behavior and/or attitudes. If this is true of a captive audience imagine how much more true it may be of a public that is merely being contacted via mass media with little assurance that the recipient is being "reached."

Applied to public relations, the implications of these four points are exciting. They strongly suggest that many public relations programs could stand re-analysis. In attempting behavior and/or attitude changes, perhaps information is being relied upon excessively (merely because it is a simpler course of action) and participation by the publics involved is being overlooked.

An illustration of this change in approach can be seen in a public relations problem situation for which the writer served as a consultant.

A professional group public relations problem

As is characteristic of many professional groups that have not as yet acquired complete understand-

ing on the part of the publics concerned with their services, the professional group in question was faced with many problems. Among the more important was attaining a more adequate client understanding of the following:

1. What did this profession have to offer in the way of services? This included, also, the limitations.

2. How did this profession differ from other similar professions?

A fundamental question was involved: "Why should its publics be motivated to improve their understanding of this profession?" Asking this question led easily to the next: "What steps could be taken to bring about this motivation?" The following is an illustration of one of the steps.

One particular public of this profession was children. These professional men felt that one of their greatest service potentials lay with them. To attain our public relations goals several men in this profession were assembled to serve on a panel. The services of this panel were offered free to several local organizations (e.g. women's clubs) with the understanding that each member of the panel would speak for ten minutes or so on some feature of child care in the area of his specialty. Care was taken to have the talks based on complaints that were fairly common problems among children, so that it was reasonably certain that several of the members in the audience would "recognize" the problem as very similar to her own child's.

After the presentations were completed a general question and answer period was encouraged. In this two-way flow of communication these men were able to "tell their story" with respect to service offered, areas handled, etc., in a much more effective way. The women involved were talking about their own children and participation on their part was very apparent. At the same time the audience had an opportunity to view these professional men as individuals who were responsive to questions and warm and friendly.

The initial program was a distinct success. This group of professional men found themselves in a demand that frankly exceeded their expectations. This particular feature of the program is to be ex-

panded and more elaborate programs are envisioned. For example, actual skits are planned which will depict a particular case history and will be performed before the audiences. This will permit larger audiences to be reached. To maintain "participation" the presentation of a skit will be followed by one of the large audience participation techniques, such as the Phillips "66" method.

From all indications, just a short period of time with this sort of approach in progress (in addition, of course, to the other phases of the public relations program) has resulted in a marked increase in public awareness and understanding of this particular profession. Just as a side point, the professional men in question have learned that improved public relations requires their participation, too!

Conclusion

Public relations programs problems facing many organizations are among the most challenging to be found in any phase of running an organization. For this reason flexibility of approach must be maintained and careful analysis continued so that reliance on any one technique or approach is not overdone.

It has been the thesis of this paper that for some types of behavior and/or attitude change situations communication of information is not enough to bring about the desired results. It appears the main reason information alone fails is that it does not allow for participation on the part of the individual, which in turn appears to produce the motivation necessary for behavior and/or attitude change. In order to have people change we must use techniques that more effectively motivated them. ● ●

Dr. Edward J. Robinson, author of "A Psychologist Looks at Public Relations" is assistant professor of psychology at Boston University, in charge of human relations sequences at the School of Public Relations and Communications. He is also engaged in research in the areas of vision under Army-Air Force auspices, and is vice president of Community Relations, Inc., a Boston public relations counseling firm.

A BRIDE-TO-BE who got cold feet and a parade that died a phantom touched off a giant promotion program that saturated the "oil capital of the World" in mid-May.

The 13-pronged promotion program which finally resulted dealt with the birth of a new oil giant, Sunray Mid-Continent Oil Co., through the merger of Sunray Oil Corp. and Mid-Continent Petroleum Corp., both widely aggressive companies with headquarters in Tulsa.

When directors of Sunray and Mid-Continent disclosed to Sunray Luther Williams, public relations chief, that the merger had been agreed upon, Williams called in Mid-Continent Advertising Manager Clarence Niessen and the Tulsa public relations firm, Benton Ferguson and Associates.

A giant "wedding" was outlined, a real wedding involving a Sunray man and a Mid-Continent girl. The problem was simplified by the fact that there actually existed a young man working for Sunray and woman working for Mid-Continent who planned to be married in June. The couple agreed to move up the wedding date to May, the time when stockholders were to stamp formal approval on the merger. They were to receive a honeymoon in New York, company stock, numerous furnishings for their home and gifts from 2,700 fellow employees in Tulsa.

The wedding was to be the largest "live" wedding ever held in the U. S., with more than 5,000 guests assured as a starter. But after two weeks of working out details, Williams and Ferguson learned that the bride-to-be searched her own conscience pretty deeply and had "vetoed" the idea of the public ceremony.

Disarmed but not whipped, Williams and Ferguson considered "arranging" a wedding of another couple to be selected by public voting. Sunray Chairman C. H. Wright decided against the "framed marriage." The giant parade which was planned also went out the window since most of the parade was built around the wedding theme. And a giant parade it was . . . on paper! Every available oil industry vehicle operated by both companies was to move in the parade, along with all employees' automobiles. But the parade died a phantom.

How we did it — —

*When the Bride Said No,
Oklahoma publicists changed plans*

By Quinton Peters

Manager
Benton Ferguson and Associates
Tulsa, Oklahoma

The new 13-point program that was hastily developed included:

1—A special 56-page section in the Tulsa World and Tulsa Tribune devoted exclusively to the merger.

2—A huge party-dance for some 5,000 employees and their wives;

3—Oil displays in retail store windows;

4—A special "Merger Recognition" luncheon at Tulsa's ultra-modern Chamber of Commerce attended by oil company leaders throughout the nation. This included a Tulsa Press Club gridiron-type skit in rhyme, which featured a mock wedding and good-naturedly ribbed top officials of the two firms.

5—A proclamation by Tulsa's Mayor setting aside the week as "Sunray Mid-Continent Merger Week."

6—A payroll promotion scheme in which all 2,700 of the Tulsa-based employees received ten \$2 bills in their 2-weeks pay envelope to show the combined impact on the Tulsa economy of a Sunray dollar and a Mid-Continent dollar—\$1,250,000 each month.

7—Special stories and photos to national magazines complying with specific requests of magazine editors.

8—Daily stories in the Tulsa morning and afternoon papers with fresh art each day.

9—Fact sheets to all wire services with short news releases each day, with special emphasis on the fact

that Sunray Mid-Continent's refining and sales activities would be operated by the D-X Sunray Oil Co., organized as a wholly-owned subsidiary to be the successor to Mid-Continent Petroleum Corporation.

10—Specially prepared stories and photos for the house publications of each company.

11—Special stories to 1,150 daily and weekly newspapers and to all radio and TV stations in all communities throughout the midwest and southwest where either Sunray or Mid-Continent had service stations, warehouses, branch offices, refineries or oil production.

12—A tied-in advertising program which included spots on area radio and television and advertisements in local newspapers.

13—A new stock exchange symbol—SDX—went on the big board tickers denoting "S" for Sunray and "D-X" the brand name of the company's petroleum products.

Sunray's Williams, Mid-Continent's Niessen and public relations firm man Ferguson all agreed that the entire 13-point attack was 100 per cent effective. Said Ferguson: "Despite the fact that two of our original projects, both of them big, were slapped down through no fault of our own, I think the entire promotion can stand as a model of an all-out, intensive promotion program." • •

Public service — public relations

By Farley Manning and Roger Kafka

Partners
Farley Manning Associates
New York, New York

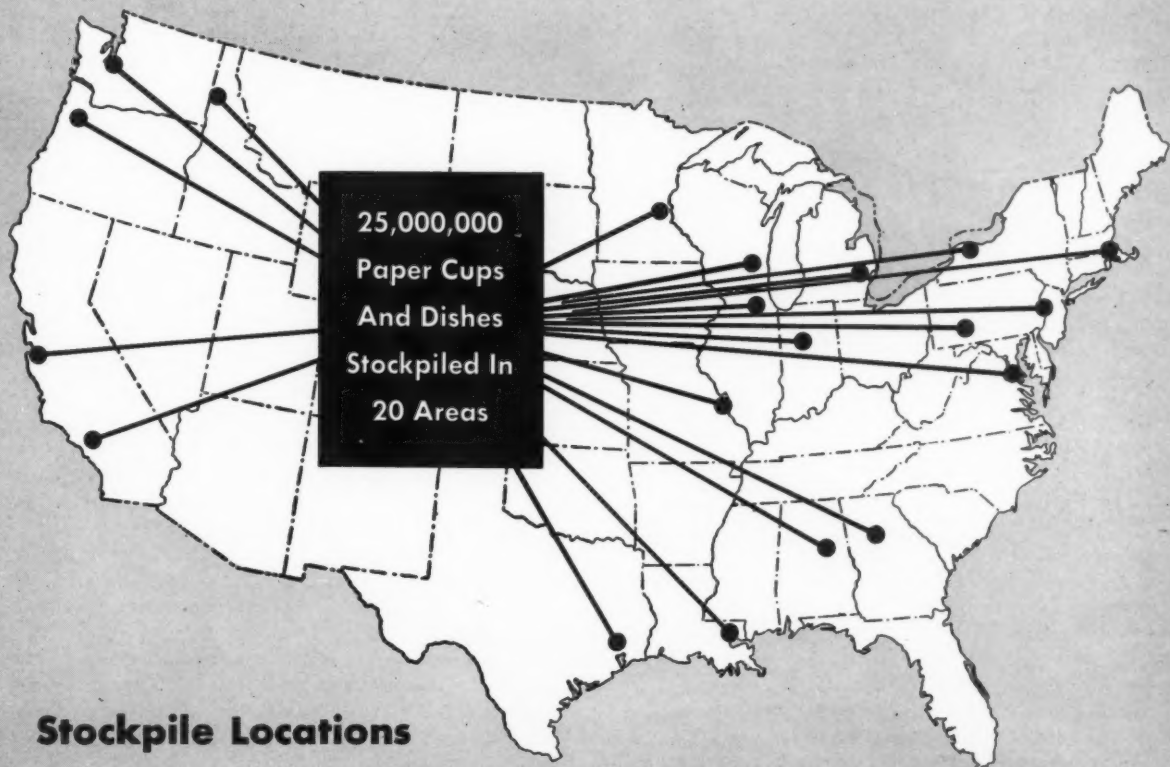
ANY GOOD public relations man knows that a public service project can be one of the best forms of public relations activity. But it is often difficult to find a public service activity which is related to the product or service of the client or company and, then, it is perhaps even more difficult to persuade the powers-that-be to get wholeheartedly behind the effort.

An outstanding example of a large-scale and long-continued public

service project has just been completed by the paper cup and container industry. A program that required more than four years to bring to completion, its purpose was threefold: to demonstrate dramatically with maximum impact upon government officials as well as the general public, the essential nature of paper cups and containers; to alert the people of the United States to the need for civil defense preparation; and to help train civil de-

fense workers in an important aspect of their job—emergency feeding.

When, in 1950, the Korean conflict threatened to spread, it brought the nightmare possibility of the bombing of American cities. The paper cup and container industry recognized that it had a dual responsibility—that of any American business to share in the nation's defense and the specific responsibility of an industry which supplies



Framingham, Mass.
Camden, N. J. and
Norristown, Pa.
Annapolis, Md.
Griffin, Ga.
Clanton, Ala.

Pittsburgh, Pa.
Detroit, and
Royal Oak, Mich.
Batavia, N. Y.
Wheaton, Ill.
Lafayette, Ind.

Watertown, Wisc.
Anoka, Minn.
St. Louis, Mo.
Ponchatoula, La.
Liberty, Texas

Pasadena, Calif.
San Jose, Calif.
Salem, Ore.
Auburn, Wash.
Coeur d'Alene, Idaho

products essential to emergency feeding.

The Paper Cup and Container Institute, Inc.—the trade association of the 17 leading independent, competing manufacturers of round nested paper cups and containers—considered the demands which might be made upon the industry in case of attack on the United States, by bombs, atomic or otherwise.

It was evident that there would be immediate problems of emergency feeding. The homeless, the injured, and Civil Defense workers would require prompt service of food, liquids and medicines. This service would have to be rendered where the water supply was likely to be limited, contaminated, or non-existent, and where crockery for food service might not be available.

Furthermore, without water, dishwashing would be impossible, and even where water was in good supply assigning people to dishwashing might not be the best use of available personnel. During the blitz over England, paper service had to be flown overseas under high priority to meet similar needs.

The industry set as its most immediate goal, the possibility of making available at least a few days' supply of its products for an emergency, even if the emergency were to come when inventories were low and, further, to make supplies available quickly by warehousing them as near as possible to potential danger points.

The Institute developed its plan in close cooperation with Civil Defense and Red Cross officials. The member companies donated stocks of cups and containers to the Institute to be held in its name. Direction of the project was assigned to the Field Research Division, public relations arm of the Institute which is headed by Homer N. Calver and is now staffed by Farley Manning Associates.

With the benefit of official guidance, twenty of the more critical target areas across the nation were selected. In each area, cups and containers were warehoused near the cities, but far enough away to avoid the likelihood of their being destroyed in bombing attacks.

The supplies stockpiled ranged from eight and sixteen ounce containers for hot soups and stews through hot and cold drink cups and

dessert and salad dishes, down to one and two ounce medicine cups. The variety of cups, containers and dishes made possible the service of an entire meal of the type recommended for emergency feeding.

It was arranged that stocks could be drawn upon quickly by Civil Defense authorities and Red Cross personnel at any time they felt an emergency so warranted. Warehouse operators were instructed to deliver stocks to any authorized representative of these groups without red tape other than ordinary identification and the signing of the usual warehouse receipts.



All local Civil Defense, Red Cross and public health personnel were so briefed. In addition, the Institute issued and distributed to Civil Defense and Red Cross personnel a list of the locations of the warehouses with the supplies in each, the precise placement of cups and containers within the warehouses, and the name, address and telephone number of the emergency contacts in the area.

Coincidentally with the establishment of the stockpiles, the educational phase of the program was launched. The goal was to attract widespread and continuing attention to Civil Defense needs. This was accomplished by using the stockpiling project as a "news hook" on which Civil Defense education could be displayed—made dramatic and newsworthy to editors, radio and TV commentators and others in control of media.

The Field Research Division of the Institute prepared and supplied a steady flow of general information about emergency feeding—its problems, and how to prepare for them. This information was published in thousands of general news and feature columns. Dissemination of the facts stimulated widespread editorial emphasis on the need for other phases of Civil Defense effort and planning.

Trade journals directed to specific segments of business, industry and the professions carried hundreds of articles (based on research and information supplied by the Institute) designed to arouse interest in Civil Defense and to explain how each specialized group could play a role in its operation.

Radio and TV newscasters and interview programs used a wide variety of material which the Institute provided for them—including recorded spot announcements for local radio stations, and a 3-minute film prepared for television.

To start the program, and focus attention on it, an all-paper luncheon was served under disaster conditions at the headquarters of the Civil Defense Administration in Washington, D. C., to a group of national leaders, including the Federal Civil Defense Administrator, all his top aides and the public welfare commissioners from eleven states.

The Institute prepared a booklet explaining the stockpiling project and emergency feeding problems. This was welcomed by the Civil Defense workers, public health officials, law enforcement officers and citizens associated with the Civil Defense program. Publication of the booklet was widely mentioned in the general and trade press, which further served to make the public aware of Civil Defense needs.

With the official placement of each stockpile, there was especially intense coverage by press, radio and television in each local area. This helped to publicize the all-too-often forgotten local emergency feeding committees of the Civil Defense Organizations and the Red Cross.

Public attention was further focused on Civil Defense needs by arranging visits to the stockpiles by governors, mayors and other prominent officials. Such visits served two purposes: (a) they educated these officials directly, and (b) they pro-

vided news stories that pointed up the need for Civil Defense preparations by every citizen. Speeches before local fraternal, civic and other organizations explaining the problems that bombing might bring, further served to rouse the public.

The stockpile items were sometimes used to meet unforeseen conditions. When hurricane Carol hit Providence, R. I., in the fall of 1954, 600 people were evacuated from their homes on the shoreline. They were housed under emergency conditions and were fed with the help of paper cups and containers drawn from the Institute's allocation to the city. Again, during hurricane Edna a few days later, 100 people were evacuated from the lowland areas in Quincy, Mass. Stockpiled paper cups and containers were used in emergency food service for them too. Holyoke, Mass., made similar use of the supplies for hurricane evacuees.

As a direct outgrowth of the program, Homer N. Calver was appointed a member of the National Advisory Committee on Emergency Feeding to the Federal Civil Defense Administration. He was invited to participate in a Civil Defense conference in London in December, 1951, where officials from the United States, Canada, Australia, and Great Britain discussed "Administrative and Scientific Problems of the Food Aspects of Civil Defense." The deliberations of the conference, drawing upon the background of British experience in the last war, furnished a wealth of informative material which the Paper Cup and Container Institute, brought to the attention of the American people.

As Civil Defense planning advanced, centers of supply for all essential products such as paper cups and containers were chartered by local Civil Defense authorities. Civil Defense volunteers began to have access to the products they needed. But, because many lacked experience in dealing with large-scale feeding problems and were unpracticed in the use of paper in the situations which they must be prepared to face, the Paper Cup and Container Institute—with the endorsement of the Federal Civil Defense Administrator—decided to break up its stockpiles of paper cups and containers and

present them to cities located in critical target areas, to be used for training personnel.

On October 1, 1954, the Paper Cup and Container Institute, Inc., on behalf of member companies, presented 25 million paper cups and containers to 95 cities declared by the Federal Civil Defense Administration to be located in critical target areas. Each of the cities received 500,000 to 1,000,000 cups and containers, in proportion to population.

In the four years during which the program was being carried forward, it won recognition for the industry in many quarters. The American Trade Association Executives presented its Grand Award for 1953 for National Associations to the Institute. In 1954 the Freedoms Foundation at Valley Forge,

Pennsylvania, gave the Institute the George Washington Gold Medal and a cash award for the program. Scores of Civil Defense directors and mayors endorsed the Institute's program.

The program, of course, produced a host of subsidiary values for the industry. It demonstrated to the public and to government officials the essential nature of paper cups and containers. It brought continued publicity to the products of the industry under the most favorable circumstances in newspapers, magazines, trade and professional journals, and via TV and radio. It reiterated the value of paper cups to public health officials, dietitians, home economists and restaurant operators who are among the prime influence molders for the products' daily use. • •

1953

American Grade Association Executives

presents this

Grand Award

for

National Associations

to the

Paper Cup and Container Institute, Inc.

for having rendered outstanding service to the industry
which it represents as well as to the American Public.

Jury of Awards

Chairman, Honorable司徒 Works, Secretary of Commerce

<p>Prof. Frank Luther Mott, President, Association of Credited Schools and Departments of Journalism, School of Journalism, University of Missouri, Columbia, Missouri</p>	<p>Mr. Charles E. High, Jr., President, National Association of Manufacturers, 11 West 49th Street, New York 20, N. Y.</p>
<p>Mr. Laurence J. Lee, President, Chamber of Commerce of the U. S., 1615 H Street, N. W., Washington 6, D. C.</p>	<p>Dr. G. C. Wallerstein, Professor of Industry and Design, Wharton School of Finance & Commerce, University of Pennsylvania, Philadelphia, Pa.</p>

Attst *Amilan Neale*
Chairman, Jury of Awards

Mr. Matskevich

and his medals

By William F. Calkins

Manager, Office of Agricultural Publications
University of California
Berkeley, California

HAVING ZIGGED when a wiser man might have zagged, coughed in perhaps the wrong moment of expectant silence, I found myself during July and August acting as chief legman in arranging and conducting the California tour of the recent Soviet agricultural delegation.

I traveled with the Russians for eight days, two of them in Iowa and six in California, which gave me some opportunity to observe public relations *a la russe*, how the iron curtain boys handle themselves on this freer side of the curtain.

That the Russian visitors had ample opportunity to practice the art of press and public relations is not to be disputed. A glance at the journals will tell you how completely they were blanketed by newsmen, photographers, radio, newsreel and television crews, newsmagazines, commentators, chambers of commerce, publicity men, and the neighbors from across the road who wandered over to see a Russian.

At the start of the Iowa tour, I was told, the news coverage caravan included some 150 of the working (and sweating) press. At lowest ebb in Iowa and California the press party consisted of at least twenty to thirty newsmen.

In fact, Matskevich, acting minister of agriculture for the U.S.S.R. and delegation leader, commented publicly that sometimes he had trouble in seeing the farms he visited because the newsmen were in the way. But then, he said, it didn't really bother him too much: he could always ask a newspaperman what he (Matskevich) had just seen. Or, he could have an interpreter read him next day's paper to learn what his principal impression of that farm had been. Which shows that Mr. Matskevich has a neat sense of humor in his bag of public relations tricks, and was willing to use it, even through occasionally clenched teeth.

My chief impression of the Rus-

sians in action is their sensitivity to public opinion. Just whose public opinion was not always clear: American, the folks back home, *Pravda* or the bosses back home. It seemed to be a compound of all of these ingredients.

First thing on most mornings as the bus rocked its way through farmlands, Georgi Bolshakov, Washington bureau manager for Tass, would read them selections from U.S. newspapers. If their press was good, the crowd was happy. If, on the other hand, they got a bad press, they might be in a swivet for the rest of the day. In fact when Leon Volkov took a swipe at them in his first Newsweek piece (the one that rightly or wrongly fingered Vasiliev as the Kremlin watchdog), they didn't hesitate to raise holy hob with the representative of the U.S. News and World Report, in a slight mix-up of American media.

Another daily chore for Bolshakov was the reading of the fat telegraphed news digest from Moscow. Just what was reported, of course, I never learned, but at times it seemed like the report consisted of the Moscow coverage of the U.S. coverage of their delegation's activities in America.

In all their actions and utterances it was vividly evident that they were constantly looking over their shoulders at the people and/or the bosses back home. (Which incidentally, is just about the way a U.S.A. politician reacts away from home, and these Russians were mostly government job-holders, if not politicians.)

I am convinced that they would have given their eye-teeth to see a Hollywood movie studio (as individuals they hit the movies at every opportunity), but they didn't want their Russian press notices to have the taint of "junketing." Also they were astute enough to recognize what the Hollywood columnists and publicity men might be able to do with Tulupnikov and Jane Russell.

For representatives of a nation of controlled thought and press, Matskevich and his colleagues had a fine sense of publicity. (Maybe they understand that getting the piece published in the party-controlled paper doesn't mean that it will get read.)

Matskevich knew full well the value of a picture of him and a bright-faced youngster or a benign-looking cow (either end). Of course, for forty-five days he went from one picture situation to another, but there were times that it was apparent that he was keenly aware of the photogenic values of the setting.

When we went in for luncheon to a California lemon products plant, Matskevich cautioned me that a plant tour was not possible. We were behind on a tough schedule, the delegation was beat, one of them that morning had folded from either exhaustion or a heart flurry. "As soon as lunch is over, you push me out to the bus," he said. When Mats had eaten the last scoop of lemon pie after his shrimp salad, I was at his elbow. He gave me a beatific grin and said, through his interpreter, "We will now visit the plant."

I know that while he ate he pondered the situation: it wouldn't look too good to eat and run (public relations) and there were benefits that might accrue to his host (publicity) by a couple of well-placed shots of Russians inspecting American products plant, which were duly taken.

When a photographer tried to steer him to a shot beside a Kern County cotton farmer's swimming pool, Mr. Matskevich pressed in the other direction: he wasn't interested in being depicted with that particular insignia of capitalism. I was just as happy to skip it, too. While many California farmers have swimming pools, more do not, and I was as interested as Mr. Matskevich in having an objective, not slanted, story told of California agriculture.

Coming to a strange country, to encounter language and thought processes incomprehensible to him, prepared perhaps for a reception that might not be consistently cordial, Matskevich equipped himself with a gimmick that was sure-fire—a pocketfull of "medals."

These were medallions of the All-Union Permanent Agricultural Exhibit at Moscow. They are green, red and white enamel and gilt, inexpensive of course, but not shabby, an oval pendant depicting joyful agricultural workers bring-

ing in the sheaves, hanging from a red bar labelled CCCP (U.S.S.R.).

Anyone who did him a favor—and many who didn't—received a medal. If the favor was significant, the presentation had an air of ceremony; if the favor was minor, the presentation was casual, perhaps by a subordinate.

Special cases also got a small (2"x3") packet of photographs of the state or republic pavillions at the All-Union Agricultural Exhibit. Whenever there happened to be (1) a photographer nearby (which was most always) and (2) a good-looking youngster, the boy or girl got a medal and Mr. Matskevich got another amiable picture of himself in one of the journals. Lest I sound carping or cynical, let me say that Mr. Matskevich handled himself and his medals admirably, and I think with sincerity, and my only emotion is one of envy.

Americans in Iowa and California ate it up. It was amusing at each stop to see how the "medals" sprouted on the shirt pockets or lapels of good solid American free-enterprisers (myself included) who would normally line up somewhere to the right of Herbert Hoover. How many did Matskevich pass out? Five a day? More likely 10 a day. Perhaps 500 in his five-week whirl around part of the United States, and if he didn't make a friend in each instance, he certainly created interest, local copy, and comment.

Matskevich is a fast man on his feet when making a speech or enduring a press conference. After the quartet at a Fresno dinner sang "Down by the River," he quipped, "I have much in common with those young men. For two days now I have been trying to get from northern California to Riverside in southern California: I, too, want to be down by the River-side." For a fellow that got his only impressions through the ear trumpet of an interpreter, I claim that's pretty quick on the uptake.

In a press conference, he could give a Chinese answer to a Chinese question with the best of them. Asked in Iowa if he had seen what he wanted to or if he felt his tour had been controlled, he replied, "You must understand that I want to see everything. Obviously, in

the time that I have, this is not possible. As a consequence, I have seen only what I have been shown. What I have not seen, I do not know about and I cannot comment on it, but what I have seen has been good." And what's wrong with that? I've handled other fellows in other press conferences who I wished were that smooth.

You were conscious from start to finish that these people play in a league where politics is for keeps, where the first mistake can be the last one. Matskevich never (in my hearing) permitted himself to stray from the field of agriculture. Any other questions were turned away ("I don't know about the 'cold war'; I never enlisted in it.") or ignored.

He never lost his temper, although he had good reason to do so, what with press photographers rising up out of the ground between him and the farmer to get an "action" shot. Incidentally, I would recommend an interpreter for the tough press conference: he gives the principal a certain amount of extra time to chew over the answer and can also be blamed if the answer comes out slightly askew. Occasionally, Matskevich would (pardonably) evidence impatience with the free and unfettered American press—usually when the press photographer would shout "Hold it for just one more" (the seventh or seventeenth of that series).

All in all, he and his colleagues handled themselves remarkably well in what must have been trying circumstances. And I would give a ruble or two to hear just exactly what they thought of American newsgatherers.

All of this experience leads me to believe that there must be public relations men toiling in the vineyards of the people's utopia. How else could Mr. Matskevich become so sharp? Perhaps this idea of exchange of technical personnel between the U.S.A. and the U.S.S.R. will flourish and blossom. Perhaps we will come some day to an exchange of public relations workers. Perhaps we in the business could learn more about thought conditioning from the Russians than the U. S. farmers learned about farm mechanization. The line forms to the right—pardon me, gentlemen—to the left. ● ●

Learn by listening—

By Dean Sims

Public Relations Director
The National Association of Foremen
Dayton, Ohio

THE GREATEST REWARDS of your public relations program can come from *listening* to the public after you tell your story.

This world's largest management association embarked on its public relations program to inform the public about the NAF. After the first four years, the best benefits of our program have been what we have learned about ourselves.

The NAF has over 65,000 members in 350 management and foremen's club in 31 states, Canada and Puerto Rico. Fifty of the clubs are city-wide and the remaining 300 are in-plant groups. About 1600 different companies are on the roster of our non-profit association which teaches management unity and first-level supervisory development. To be chartered, a club must be 75 per cent educational and have every member of management, chairman through shop foreman, eligible for membership. The supervisory people run the clubs.

The 26-year-old NAF formally recognized its public responsibilities in 1951 by creating a public relations department and adopting an amazingly liberal public relations policy. From the beginning, the department has been kept at a top executive level, with the director occupying a functional position immediately below executive vice president and acting as public relations advisor to the president.

The original objective of the public relations program was to explain the NAF and its work to the public. Its 41,000 members wanted recognition.

The accomplishment of the recognition was comparatively easy. How a group of 80 Ohio foremen getting

together to improve themselves as management men became the world's biggest management association was a typically-American story. Trade magazines, press associations and the newspapers were glad to help the NAF tell it.

As we began to unfold our story to the public via official speeches, special booklets, magazine articles, and NAF journal stories and editorials, we were surprised to find the membership hungry for factual information on the association.

The public relations program unexpectedly opened a new two-way avenue of communications between the NAF and its clubs. We learned that the clubs felt the association was putting far too much emphasis on special, tailor-made education programs which duplicated programs of the sponsoring companies. Most of the companies had just what they needed, and most were far better than the NAF could provide on its four dollars annual membership dues. The NAF modified its education program to make it more general, designed to develop broader leadership ability and a better appreciation of a high-principled code of management ethics by members.

In the nutshell, the NAF's product is one of "management fraternity atmosphere" which gives team-spirit to management groups. There never has been any doubt about the executive strata being management in every sense of the word, but with the coming of big, mass production industry much of the responsibility and authority of management had to be delegated to all management men right down to the shop supervisors of unionized workers.

The extra benefits from the new

management responsibilities have often been slow in coming to the first-level supervisor. The NAF was born on the premise that these first-level supervisors (foremen) had personal responsibilities of developing themselves into managers worthy of the new individual initiative opportunities.

A unique feature is that the NAF is a management association run by and for the first-level supervisor. It is the professional society of the foreman to which his boss also belongs. When it suddenly became the biggest management association, its actions had to reflect only credit to American industry and to NAF-affiliated companies.

When the NAF recognized that all its actions were legitimate news, the fact concerned its leaders who were for the most part first- and second-level factory production men. They avoided the press at national convention cities because they did not understand the motives of the press.

The new public relations department began to give NAF officers counsel on the probable public reaction to resolutions, program changes, or official policy under consideration. Now the department coordinates the actions of the association with the policies of the 1600 affiliated companies.

To tell the NAF story understandably to the public, the NAF had to tone-down its inspirational selling of first-level supervisors on their roles in management. Reputable industrialists have been substituted for the knife-and-fork circuit speakers at regional conferences and national conventions, for instance. NAF officers give factual, well-documented official reports at business meetings, instead of inspiring but unofficial addresses. The press gets advance texts on all speeches and reports.

No organization could more thoroughly enjoy its press relations than now does the NAF board of directors. The press has found the men modest, honest and cooperative. The directors have found the press honest, impartial and appreciative of the opportunity to tell about a group working to make a good American economic system better by improving those who manage it.

Since 1952 a "free enterprise newswriter" has been honored at

NAF national conventions. At a board of directors meeting last spring, the president recessed the opening session for ten minutes after a Denver Post reporter sent him a message asking for an interview as soon as possible.

Outside its club achievement citations, the NAF used to give one national award a year. Now it gives a "Management Team" award twelve times a year, one international management award (to a foreign industrialist working for free enterprise), a "Management Team of the Year" plaque, a "National Management Man" award, ten membership plaques in the "NAF Knights of the Management Round Table Society," and up to 350 "Silver Knight of Management" trophies a year to outstanding management men named by affiliated clubs.

Special hometown publicity is developed several times a year for every member of the 105-man board of directors. Public relations kits are sent to NAF club publicity chairmen.

Before its public relations program, few NAF leaders had realized how thin was the ice upon which the association stood in its relationship with organized labor. Though a management association, the NAF knows now that it cannot enter public squabbles with labor. How can a supervisor give productive leadership to his unionized employees if

the employees' union is fighting him? So the NAF labor relations policy is now concrete: We keep a positive attitude and our mind on our business of improving management. We make no public utterances criticizing labor, but continue to regard fair collective bargaining a right of workers, the same as we believe collective bargaining has no place within the management team.

For years an acute problem within the NAF and its affiliated clubs was the lack of interest of industrially-affiliated public relations men in the movement. Most would pass up invitations to help out with, "Hell, I'm no foreman." But now these men respond to invitations in their own language, understanding that the clubs' objectives are also in their own best interests.

Actually, it was Emmett F. Butler, public relations director of the Maytag Company, who served as an NAF director for several years who preached the need for an NAF public relations department.

The NAF holds its public relations budget to less than \$20,000 a year. For counsel and working assistance usually obtained by retaining an agency, the NAF has one national and one regional public relations advisory committee. These public relations executives from affiliated companies meet one day a year to handle the association's public relations problems. Because the

NAF public relations staff is limited in its manpower, these committee members act as leg-men and help out NAF clubs with local publicity.

Prior to its public relations program, neither the NAF nor its clubs recognized a need for concrete facts on what the association was doing for industry, on exactly *how* and *why* the NAF should be respected as a movement. The "Management Team of the Month" award was instituted. The first winner was an Ohio club which had sponsored an industrial "good housekeeping" program that saved its company \$600,000 in seven months.

This "management team" material is of great promotion value also, telling dollar-conscious executives what good NAF clubs actually are accomplishing in industry. It is good for the morale of the members, too, who otherwise might lose sight of what good management teamwork can accomplish. The resulting publicity from these team awards has helped give the NAF a brand new objective-industrial accomplishment via management teamwork.

So successful was the vigorous new introspective study of itself by NAF officers that subjective thinking has been replaced by objective studies. The board of directors recently voted two-to-one to let the affiliated clubs decide on a possible name change to "National Management Association." Most of the directors felt that all levels of management would feel more pride in belonging to a professional society named after something other than the first-level stratum of management. That being true despite the fact the NAF program still would be directed primarily at the first-level manager, whether he be called foreman, supervisor or something else.

NAF president Gordon R. Parkinson, starting his eleventh month as head of the association, is glad he was public relations chairman when the NAF instituted the department. "We knew we needed a public relations program, but never had any idea how desperately until we had a good one going. Not only have we educated the public about the NAF, but the public has educated us about ourselves. The latter was a totally unexpected dividend, but undoubtedly the most important of the two gains." ● ●



Once a year public relations executives of NAF-affiliated companies meet with the NAF executive staff to offer administrative counsel from the standpoint of good public relations. Companies represented above include Convair division of General Dynamics Corp., Trans

World Airlines, Inc., Lockheed Aircraft Corp., Inland Steel Company, Post Cereals division of General Foods Corp., Sylvania Electric Products, Inc., Braniff International Airways, Frigidaire division of General Motors Corp., and the Maytag Company.

NEWS IN VIEW . . .

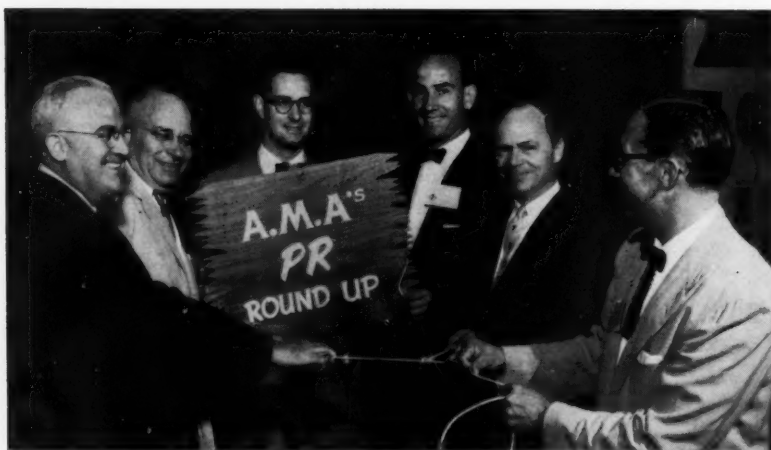


ACROSS THE BORDER—1955 saw the establishment of an American-Canadian effort to promote closer liaison among public relations people of the two countries. A joint committee, representing membership of the Public Relations Society of America and the Canadian Public Relations Society holds periodic meetings for mutually beneficial study and discussion. Shown at a recent session are (left to right): Kenneth McArdle, president, Public & Industrial Relations Limited, and Canadian vice president of PRSA; Len Knott,

president, Inside Canada, and second vice president of CPRS; George Crowson, assistant to the president, Illinois Central Railroad, and president of PRSA; Bryan Vaughan, vice president, Public & Industrial Relations Limited, and first past president of CPRS; Stuart Richardson, public relations executive, Northern Electric Company, and president of CPRS; Walter Barlow, Opinion Research Corporation, and director of PRSA; and William Durbin, manager of public relations, American Cyanamid Company.



Frederick Bowes, Jr., has been elected to the newly-created post of vice president for public relations and advertising of Pitney-Bowes, Inc. He has been with the firm since 1930. Mr. Bowes is past president of PRSA, a director of the Advertising Council, and a former director of the Association of National Advertisers.



The American Medical Association "went western" at its Public Relations Institute, August 31-September 1, in Chicago. On hand to rope in sound public relations ideas and practices were, left to right, George H. Saville, public relations director, Ohio State Medical Association; Harvey T. Sethman, executive secretary, Colorado State Medical Society; Stephen T. Donohue, AMA assistant public relations director; Jerry L. Pettis, executive assistant to the president, Los Angeles

County Medical Association; Hart F. Page, assistant public relations director, Ohio State Medical Association, and Leo E. Brown, AMA public relations director. A total of 318 state and county medical society executives and public relations personnel from 43 states, Hawaii and Canada, met at the Drake Hotel to discuss the AMA's plans for nationwide public relations projects, basic public relations techniques, and specific problems confronting the medical profession.



Richard R. Bennett, former public relations press director of the National Association of Manufacturers in New York and Washington, D.C., and long prominent in the public relations and trade association fields, died in Washington on August 21. He was president of PRSA's Washington Chapter.

NEWS SECTION

NOVEMBER, 1955

8th National Public Relations Conference Draws International Audience

With early registrations from Peru, Canada, Mexico, Norway, France and Hawaii, the 8th National Public Relations Conference at Los Angeles, November 14-16, is already taking on the aspects of an international session that will establish some new highs for attendance and quality of program content, according to Edward F. Baumer, general chairman.

Among some "firsts" on a program which will draw some of the country's leading speakers from education, business and the professions will be a discussion of the social effects of automation, the public relations problems of the professions in America, the import-

ance of new philanthropic concepts in corporation support of free education, and the public relations responsibilities posed by the rising level of education of the public.

Cecil B. De Mille, movieland's pioneer director and a leading spokesman of the industry, will be the featured speaker at the annual dinner of the Conference which will be held in the famed Ambassador Hotel. His topic will be: "Proclaim Liberty: A Creed for Public Relations."

Among a list of 43 nationally known figures who will address the sessions are Gordon Dean, vice president of General Dynamics Corporation; Major General Sory Smith, Pacific Air Force Commander; E. Smythe Gambrell, president of the American Bar Association; Robert U. Brown, managing editor of Editor and Publisher; Dr. Frank Baxter, Shakespearean scholar who won academy awards for his TV lecture series; S. I. Hayakawa, world-famous semanticist and editor of the Review of General Semantics; and Dr. E. Vincent Askey, speaker of the House of Delegates of the American Medical Association.

Subjects to be covered in general sessions are: "Rising Level of Education of the Public," "Automation and Public Relations," "Stockholder Relations and Proxy Contests," "PR Problems in the Professions," "PR Aspects of Corporate Contributions," and "PR is Good Sense".

Simultaneous workshop sessions will cover: "TV-Radio News and Newsreels," "Company Anniversary Year Programs," "Relations with State and Government," and "School Relations and Youth Programs."

Also on the agenda is a special field trip to Disneyland, where the public relations aspects of this spectacular national project will be studied on the spot.



Edward F. Baumer
General Conference Chairman



Lloyd E. Graybiel
Chairman, San Francisco Arrangements



Roy J. Leffingwell, manager of public relations, Hawaiian Sugar Planters' Association, Honolulu, has returned from a two and a half month globe-circling trip to report on public relations around the world. He made the survey to complete information for a public relations book which he is writing. It will round out a compilation of material on the subject started three years ago in Europe. Mr. Leffingwell is chairman of the East Meets West Public Relations Conference to be held in Honolulu, November 21 and 22, following the close of the 8th National Public Relations Conference in Los Angeles.

A "surprise" feature, scheduled for Wednesday morning, is breakfast in bed, with entertainment by closed-circuit TV.

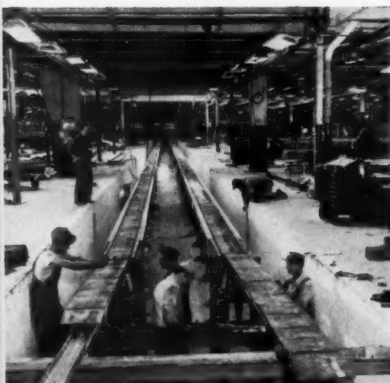
Novel uses of advanced visual and audio devices will give variety and color to working sessions of the conference, and special staging effects have been especially designed for the sessions.

On Monday there will be a world premiere of "Production 5118," an exciting public relations film produced by the Champion Paper Company.

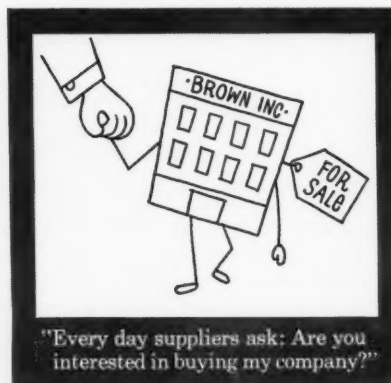
California's Governor Goodwin J. Knight will be on hand to extend official greetings to conference attendants.

action in

you and your business in 1975,
an extraordinary editorial report



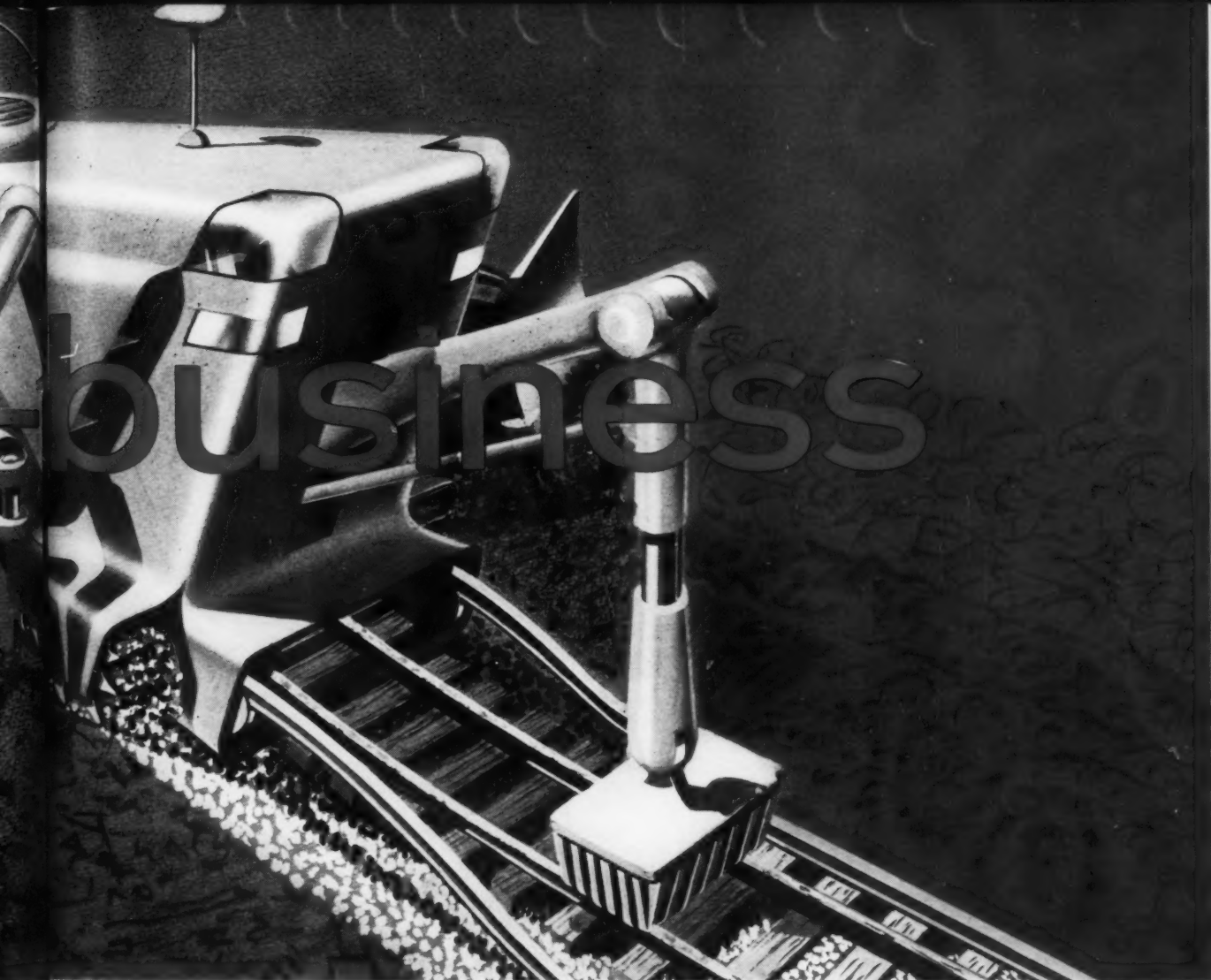
NEW AUTO PLANTS ON THE WAY! Car makers are riding with the fastest-growing era in the industry's history. 1955 output is pushing for an all-time high... sales will rise three times faster than population between now and 1960. Read who'll buy them, and why... in "35,000,000 New Cars In Next Five Years"... October Nation's Business.



WHAT MAKES A GOING CONCERN GO UNDER? Taxes, lack of young managers, dependence on one product or customer... are all reasons why many small and medium-size firms have to sell out or ultimately fold up. If profits won't build security, find out what will. See "Success Won't Save Your Business"... October Nation's Business.



FIVE YEAR PLAN, AMERICAN STYLE... Strategic planning boosted Bell & Howell Company's sales from \$13,000,000 to \$40,000,000 in half a decade. What's more, says management, it can work just as well for your firm, irrespective of size. They explain in... "How To Plan Profits Five Years Ahead"... October Nation's Business.



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EAR 19

GOALS
1955

by Nation's Business

In 20 years America will have 221,000,000 people . . . more food, better shelter, greater comfort . . . more leisure and ways to enjoy it . . . and 20,000,000 more jobs—better jobs. This is the lead to an extraordinary editorial report, "People, Products and Progress: 1975" that appeared in September Nation's Business.

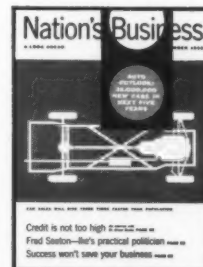
This report is extraordinary for three significant reasons. First, for what it reveals about the shape of things to come. It is not day-dreaming. It is an eminently practical view. Second, because it was written not by any star-gazer, but by business and industry, itself. And third, because we doubt very much if it could ever have been written at all without the exceptional facilities of the Chamber of Commerce of the United States, parent of Nation's Business.

The National Chamber is a national federation working for good citizenship, good government and good business. It comprises 3,100 Organization Members—state and local chambers of commerce

and trade associations . . . and more than 20,000 Business Members—firms and individual businessmen. These unique resources make such a first-hand, composite opinion possible . . . from the heart of the nation's business, itself, right down to its very grass roots. No other general business or news publication is so blessed with such a pipeline of communication.

More than 550,000 of Nation's Business' 750,000 subscribers are presidents, owners, and partners among the organizations that provide the life-blood of your community. They serve on school and municipal governing boards—are active in church affairs—support business, charity, youth and fraternal groups.

When leading businessmen give their support to community, state and national projects—their voices are authoritative and influential. That is why business organizations advertise in Nation's Business when they want to inspire confidence and action among businessmen.



750,000 PAID CIRCULATION

Washington • New York
Cleveland • Detroit • Los Angeles
Chicago • San Francisco

Connecticut Valley Forms PRSA's 28th Chapter

Bernard R. Hammons, director of public relations at Avon Old Farms School, has been elected the first president of the newly organized Connecticut Valley Chapter of the Public Relations Society of America. The new Chapter brings the Society's total to an impressive 28. Membership in the professional public relations organization now numbers 2,095 in 46 states and territories and 11 foreign countries.

Reginald J. Alden, president of the Public Relations Counsel Service of Longmeadow, Mass., is the Chapter's first vice president. John E. Ellsworth, first vice president of the Ensign-Bickford Company of Simsbury, Conn., was elected second vice president. Eugene H. Kone, vice president of Martin Wright & Associates, Inc., North Guilford, Conn., was named secretary; and Nathaniel W. Morrow, vice president of the New Britain Machine Company, is treasurer.

ATLANTA CHAPTER

Public relations in the field of medicine was the topic for discussion at the mid-October meeting of the Atlanta Chapter. Featured speaker was Dr. Christopher McLoughlin, Chairman of the Public Relations Committees of the Medical Association of Georgia and the Fulton County Medical Society.

CHICAGO CHAPTER

Alex F. Osborn, co-founder of Batton, Barton, Durstine, and Osborn, Inc., was the featured speaker at the Chapter's first meeting of the Season, September 20, in the Tavern Club.

Mr. Osborn is one of the nation's foremost experts in creative thinking techniques. He is the author of numerous books and articles, such as "How to Think UP," "Your Creative Power," and "Wake Up Your Mind," and is prominent in civic, business and educational affairs. He is president of the Creative Education Foundation.

More than 100 members and guests spent the evening of October 18 in the realm of high finance, listening to James Day, president of the Midwest Stock Exchange, discuss "Stockholder Relations"—then going nextdoor to see "The Solid Gold Cadillac."

Mr. Day emphasized the growing necessity for business to bring marketing and public relations activities into full play when new issues are con-



ATLANTA CHAPTER—Newly elected officers, installed at the September meeting, are, left to right: Mrs. John S. Knox, director of community activities and women's banking, The Citizens & Southern National Bank; secretary-treasurer; Lee Rogers, manager, public information department, Lockheed Aircraft Corporation; president; Charles A. Rawson, head of his own firm, vice president.



CHICAGO CHAPTER—Pre-meeting discussion before the October dinner. Left to right: George E. Barnes, chairman of the board, Midwest Stock Exchange; James Day, president of the Exchange; and Don R. Cowell, public relations director, Quaker Oats Company, and president of the Chapter.

templated, and to give the public, particularly in the lower income brackets where an increasing amount of investment capital exists, a better understanding of business conditions. He pointed out that a recent nationwide opinion survey indicated that even during the present inflationary period, purchasing common stocks rated last in popularity among six choices which were given to individuals as to how they would prefer to use excess capital.

Mr. Day also urged public relations

practitioners to woo more of their clients away from the still-too-widely-held "We're one big happy family" type of annual report. Investors, he said, want more penetrating background information.

In addition to Mr. Day, whose talk followed a dinner at the Sheraton-Blackstone Hotel, the group had as guests two of the stars of "The Solid Gold Cadillac," Ruth McDevitt and Neil Hamilton, who spoke briefly about their theatrical experiences.

PRSA Membership Support of RIAL Program Urged by Society President Crowson

Urging membership support of the Religion In American Life program, George L. Crowson, president of the Public Relations Society of America, said "we are undertaking for the second year to support the RIAL program with particular emphasis on family attendance in places of worship this month.

"This worthy undertaking on behalf of the Catholic, Jewish and Protestant faiths," he pointed out, "is the only religious program supported by the Advertising Council and PRSA." The program was recommended as a public service project for the Society by the group's Public Relations Advisory Committee, of which Holcombe Parkes, president of the Railway Progress Institute, is chairman.

The Religion In American Life program seeks to strengthen the place of religion in personal and community life by urging all Americans to attend regularly the church or synagogue of their choice.

J. Walter Thompson acts as volunteer advertising agency for RIAL, and the public relations phase of the PRSA participation is directed by Joseph E. Boyle, JWT's vice president in charge of public relations and a member of PRSA's Public Relations Advisory Committee.

Society members have been mailed a kit of background data and sample materials available, such as bulletin board posters, window stickers, leaflets, fact sheets, suggested program ideas, etc. so that they may develop the project in their own communities.

Specific local activities recommended as part of the public relations program include a RIAL editorial in house publications; RIAL posters on plant and office bulletin boards; RIAL window stickers distributed to employees for car and home windows.

Through the Advertising Council, a campaign of national advertising in all major media has been provided for a number of years in behalf of the 24 national religious

bodies which participate in the RIAL program.

RIAL contacts: Religion In American Life, Inc., 300 Fourth Avenue, New York 10, N. Y. (Spring 7-3813); Dr. Earle B. Pleasant, national director; John Kemp, director, public relations.

LARRABEE JOINS ACS AS PUBLICATIONS HEAD

C. B. Larrabee, long an executive of Printers' Ink and a national leader in the advertising and publishing fields, became director of publications of the applied journals of the American Chemical Society November 1, according to Dr. Ernest H. Volwiler, chairman of the Society's board of directors.

Mr. Larrabee has resigned as chairman of the board of Printers' Ink to accept the new position, which was created by the ACS board to facilitate coordination of the increasingly complex publishing activities of the Society.

Dr. Walter J. Murphy, editor of the ACS applied journals since 1943, has been named editorial director of the publications.

Articles Clarify Use of Communications Research

A contribution toward better understanding and use of communications research has been made by two University of Wisconsin professors of journalism in articles written jointly for the "Audio-Visual Communications Review."

In their first article, "A Conceptual Model for Communications Research," Assistant Professors Malcolm S. MacLean, Jr., and Bruce H. Westley try "to develop a single communications model which may help to order existing findings."

In their second article, "Research on 'Fortuitous' Communication: A Review," they attempt to order the existing research findings on fortuitous communications in relationship to their model.

"Production 5118"— Engrossing Story Of Communication

World Premier Scheduled
For 8th National Conference

The Champion Paper and Fibre Company staged a gala "sneak" preview of its new motion picture, "Production 5118," for company employees and friends on Tuesday, September 20, at Hamilton, Ohio. Cameras popped, press and radio representatives covered the scene, and viewers filled out opinionaire cards in the best movieland tradition. Over-capacity crowds at the four showings in the 900 seat theater necessitated two unscheduled showings to accommodate the overflow.

Audiences were treated to one of the most unusual and thought-provoking themes ever seen in a commercial film. "Production 5118" is a story of personal communications—man's effort to transmit his ideas so that they will be fully understood by others. It is a complex story, yet it develops the simple and sound conclusion that only in an atmosphere of mutual and clear understanding can we achieve voluntary and full co-operation in our homes, communities, and the world we share. Highlighted by the sensitive performances of Phillip Terry, Frank Wilcox and Nelson Leigh, and beautifully filmed in Eastman Color, "Production 5118" unreels as an adventure in human emotions as unusual as its title.

Comments on the film from Champion employees ranged from "really different—should be especially effective for industrial groups" to "starts a person thinking" and "complex but simple if you realize that each individual is an integral part of any business or community." The reaction of viewers indicated strongly that the film would receive even greater applause than the highly successful previous Champion releases.

"Production 5118" will have its formal world premier at the 8th National Public Relations Conference in Los Angeles, on Monday afternoon, November 14, at 4:30 in the Ambassador Hotel's theater. All conference attendants are cordially invited.



Speakers for PRSA's fall Mid-South Chapter meeting included (left to right) M. F. Washburne, public relations manager for the Arkansas Operations of the Aluminum Company of America; Ed Lipscomb, director of public relations and sales promotion of the National Cotton Council; and George M.

Crowson, PRSA president and assistant to the president of the Illinois Central Railroad. The meeting, held in the Hotel Peabody, Memphis, September 23, was attended by public relations and business executives from the mid-south area of Tennessee, Mississippi, and Arkansas.

COLUMBUS CHAPTER

Gertrude Bailey, New York representative, public relations, Monsanto Chemical Company, addressed the October meeting of the Chapter. Her talk, which included a number of case histories, was titled "Public Relations is Good Business."

First guest of the chapter's fall luncheon season was Theodore F. Koop, director of news and public affairs for the Columbia Broadcasting System in Washington, D. C.

Mr. Koop, as moderator of the radio-TV program, "Face the Nation," in addition to his executive duties at CBS, offered the audience suggestions on effective day-to-day approaches to newsmen in radio-TV by public relations practitioners. He pointed out, as a former newspaperman, what has been charged many times: public relations men and women are remiss in contacting and maintaining contact with radio and TV news directors.

MINNESOTA CHAPTER ANNUAL FORUM

The Standard Oil Company of Indiana, one of the world's largest suppliers of petroleum products, presented

its employee and community relations program at the Public Relations Forum sponsored by PRSA's Minnesota Chapter, held October 27 at the University of Minnesota.

Dr. W. J. McGill, general manager of industrial and public relations and a director of the company, opened the forum at a luncheon in Coffman Memorial Union.

Conger Reynolds, the company's director of public relations, opened the discussions. Mr. Reynolds is a former writer for the Des Moines Register, former editor of the Paris edition of the Chicago Tribune, and formerly with the U. S. foreign service. He has been with firm since 1929.

One of the highlights of the program was a case history of the sensational Whiting, Ind. refinery fire last summer in which an entire city was threatened following explosions at the Standard plant there. John Canning, assistant public relations director, told how the company handled the dangerous situation.

J. M. Patterson, assistant public relations director, who handles the firm's public relations activities in its 26 sales offices and six refineries in 15 midwestern states, discussed the problem of natural gas.

Others who outlined Standard public relations practices were Don Camp-

bell, who handles community relations; P. J. Carey, Fargo Division advertising and public relations representative, who spoke on correlating activities with the sales division; and T. E. Stockdale, manager of the Mandan refinery, who told how Standard established a plant in a new community.

The firm has been in business 66 years and makes and sells more than 2,000 petroleum products. It has 51,370 employees and in 1954 did a gross business of about \$2 billion in the 15 midwestern states where it operates. The firm has 122,100 stockholders of which 26,300 are employees.

Operating in this territory are four subsidiary firms while there are eight other large subsidiary companies in the gulf states.

The Forum concluded with a question and answer program with the entire Standard Oil panel participating.

This is the fourth program of this nature arranged by the Minnesota Chapter. In 1952, General Mills public relations men opened the series. The Aluminum Corporation of America held the spotlight in 1953. Last year The Prudential Insurance Company of America was featured.

Presiding at the Forum was Chapter President John Rusinko, assistant director of public relations and advertising for Minneapolis-Moline.

SAN FRANCISCO BAY AREA CHAPTER

The first meeting in the new location at the Hotel Sir Francis Drake on September 6 was a marked success as more than 75 members and guests attended.

The Hon. George J. Christopher, businessman and the elected head of the County Board of Supervisors, was the speaker. He cited public relations and advertising people as "first in volunteering their talents and efforts to community projects."

The October speaker was slated to be Jesse E. Hobson, director of Stanford Research Institute. His subject: "Forecasting the Future."

ST. LOUIS CHAPTER

A case study of "General Electric's Coordinated Approach to Public Relations" was the highlight of the Fifth Annual St. Louis Regional Public Relations Conference, sponsored by PRSA's St. Louis Chapter, at the Statler Hotel, October 19.

The morning session of the one-day conference was devoted to speeches by four General Electric Company executives, on the firm's public relations, press relations, community relations, and advertising and sales promotion activities.

(Continued on page 22)

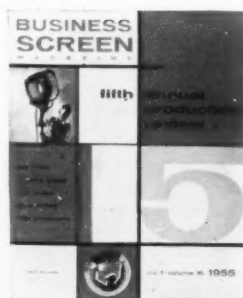
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Film Associates of Michigan
Filmways, Incorporated
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Kling Film Productions
Owen Murphy Productions, Inc.
Sam Orleans & Associates
Sarra, Inc.
Rocket Pictures, Inc.
Chas. E. Skinner Productions
Sound Masters, Inc.
Henry Strauss & Company
John Sutherland Productions, Inc.
Wilding-Picture Productions, Inc.
Raphael G. Wolff Studios, Inc.

*Currently appearing in the display
advertising pages of Business Screen

At the luncheon, Louis B. Seltzer, editor of the Cleveland Press since 1928, spoke on national and international affairs. His topic was "Where Do We Go From Here?" Mr. Seltzer, founder of the American Press Institute, was recently selected by Life magazine correspondents as the most typical U. S. newspaper editor.

Speakers at the afternoon session were Irving Gilman, vice president of the Institute for Motivational Research, Croton-on-Hudson, New York; Theodore V. Purcell, S. J., Loyola University, Chicago; and C. Russell Deyo, general information manager, Southwestern Bell Telephone Company, St. Louis.

Mr. Gilman spoke on "Reasons for Public Attitudes and Their Effect on Public Relations;" Father Purcell talked on "The Worker Speaks His Mind on Company and Union;" and Mr. Deyo discussed "Enlisting Employees' Help in a Public Relations Program." A question and discussion period followed.

At the morning "case study" of the General Electric Company's co-ordinated public relations program, J. Stanford Smith, manager, general public relations, spoke on the topic "Public Relations Opportunities in the Decade Ahead," Harold L. Reed, Chicago Area manager of the company's public relations services, discussed "Press Relations," and Richard C. Ehrman, manager of community and plant relations, Bloomington, Ill., spoke on "Community Relations." J. W. Widmer, manager of GE's advertising and sales promotion, apparatus division, Mid-States district, spoke on "More Power to America," and Mr. Smith concluded that GE case study with a discussion of "Measurements and Results," including new public relations ideas and developments within the company.

Bernard C. Ehrenreich, vice president and director of public relations, General Contract Corp., and president of the St. Louis Chapter, presided at the luncheon session, and John Marston, managing editor of Pet Milk Company, St. Louis, general conference chairman, presided at the afternoon session.

Special exhibits at the conference featured general, community, customer, employee, and stockholder relations.

FLORIDA CONFERENCE

The Florida Public Relations Association convention was held October 26-29 at the Hotel Sovereign, Miami Beach.

Under the over-all convention theme, "Florida's Growth Challenges Its Public Relations," a series of clinics in-



"Public Relations is Good Business"—Panel discussion by nationally recognized leaders at the Public Relations Seminar sponsored by PRSA's New England Chapter, at the Sheraton Plaza, Boston, September 29. Left to right: Frederick S. Gilbert, general manager, Time magazine; Andrew B. Holmstrom, vice president, Norton Company; W. Nelson Bump, regional vice president, American Airlines; Ruddick C. Lawrence, vice president, New York Stock Exchange; Robert A. Weaver, Jr., president, Bettinger Corporation; Robert P. Kelsey, vice president, John Hancock Mutual Life Insurance Company.



NORTH TEXAS CHAPTER OFFICERS—Left to right: Paul Cain, president, Cain Organization, Inc., president; James B. Shores, director, employee-public relations, The Texas and Pacific Railway Company, retiring president; Charles E. Yeager, public relations di-

rector, Texas Industries, Inc., vice president; Mabel Duke, partner, Watson Associates, Public Relations Counsel, treasurer; and F. Darby Hammond, director of public relations, Southwestern Insurance Information Service, Inc., secretary.

cluded the following topics: "Public Relations in Florida Law;" "Community Development;" "Public Relations Problem of Alcoholic Rehabilitation in Florida;" "Small Industries in Florida;" "Public Relations in Medicine;"

"Chamber of Commerce Planning for Florida's Growth;" "The Emergency of Higher Education in Florida;" "Public Relations Opportunities in the Florida Development Commission;" and "Photography."

footnotes*

* *The Editors of Tide firmly believe in the role of Public Relations as an integral part of overall "marketing strategy." As important trends and campaigns occur, they are analyzed in Tide as part of the total marketing picture.*

One of our recent editorial comments about a Public Relations function per se is reprinted below. For timely and detailed news, trends and analyses of total marketing, read Tide every fortnight.

A matter of morality

A new England businessman, John S. Tomajan, writing in the New York Times Magazine a few weeks ago, pointed out that there are three great areas of human action. Quoting the distinguished English jurist, Lord Moulton, Mr. Tomajan defined these three areas as the Domain of Positive Law (where human action is determined by legality), the Domain of Free Choice (where the individual may do as he pleases), and, finally, the Domain of Obedience to the Unenforceable, which is an area somewhere between positive law and free choice.

It is this third "domain," which Mr. Tomajan describes as the distinction between the letter and the spirit of the law, which should concern business. It is this very area, perhaps, that accounts for the rather extraordinary incident that culminated in the resignation of Harold Talbott as Secretary of the Air Force. The distinction in this case was not of legality, but one of spirit or, if you like, Disobedience to the Unenforceable.

Similarly, there was the instance a few years ago of a group of television set manufacturers who built an advertising campaign on a fear theme that brought the public and business down on their heads. The fact was that there was no legal recourse against the offending ads, but there was enough reaction to enforce the spirit of the law even in a case like this and Secretary Talbott's where the law itself had not been violated in any way.

Both these and countless other deplorable instances can and should be easily avoided. It is exceedingly difficult, if not impossible, to name a corporation or even an executive of any consequence, who is not supported in decision-making by a battery of lawyers. Lawyers are necessary to any individual and certainly

to any company to make sure that the law will not be broken or even bent. But who is to guide the executive and the company on the spirit of the law, on the morals involved in a particular instance, on what is responsible action, not merely legal right?

In business, the obvious answer, it seems to us, is the public relations executive. Just as no contract is signed, no agreement made, no vital action taken by business without the counsel of lawyers, so should none be made without the counsel of the public relations expert. Surely, an experienced public relations man could have saved Secretary Talbott his place in the cabinet and could have saved the television set manufacturers the public outcry against them—simply by advising against doing any of the things that led to both.

This is not to say either that executives are not capable of making decisions based on the spirit of the law, on morality, or that public relations executives have any corner on the market. It is to say that in many specific situations a company or its executives may be much too close to the problem to view it dispassionately and objectively or to see ultimate consequences and public relations experts can or should be able to do so.

This obviously places a great responsibility on public relations as a business, but one that it must be prepared to assume if it is ever to have the status of profession that so many of its practitioners aspire for it. There are many occasions when individuals need advice and guidance on the morality of particular actions and it is only reasonable to suppose that such occasions would arise in companies even more often. There should be no inhibition about putting a public relations expert in a position where he can do the job on a top-level, day-to-day basis.

THE EDITORS OF Tide

(Advertisement)

People . Programs . and Accounts

The Union Pacific Railroad Company, Omaha, Neb., has announced the appointment of W. GRANT BURDEN as director of public relations, with headquarters in New York. He was formerly assistant director.



S. S. KALWARY, director of public relations and advertising for Suburban Motor Freight, Inc., Columbus, Ohio, has been named chairman of the Ohio Trucking Association's public relations committee for the fourth consecutive year.

EDWARD K. MOSS, Washington public relations counsel, has been appointed director of public cooperation for the United States John Marshall Bicentennial Commission.

PROF. SCOTT M. CUTLIP of the University of Wisconsin has been appointed Visiting Professor in the New York State School of Industrial and Labor Relations, Cornell University, for the 1955-56 academic year. He replaces **PROF. WAYNE L. HODGES** who will spend this year on a community relations research project.

MACK KEHOE, publicity and community relations director, Miller Brewing Company, Milwaukee, has been named chairman of three committees. He will head the public relations committees of the Milwaukee Association of Commerce and the Wisconsin Chapter of the Arthritis and Rheumatism Foundation and the Advertising Council Cooperation Committee of the Milwaukee Advertising Club. He had also been renamed to the public relations committee of the National Editorial Association, Chicago, an association of 5,200 daily and weekly newspapers.

LOUIS BORNYAS, JR., has been promoted to picture editor in the Public Relations & Advertising Department of Jones & Laughlin Steel Corporation, one of the newest photo libraries in the nation.

WILLIAM T. CHRISTIAN, vice president and director of public relations, Household Finance Corporation, Chicago, was elected president of the National Consumer Finance Association at its annual convention at the Statler Hotel in Boston.

MOVES

J. CARROLL BATEMAN, former assistant chairman of the Eastern Railroad Presidents Conference, has been appointed director of public relations of the Milk Industry Foundation, Washington, D.C., national association of fluid milk distributors.

WILLIAM NUNN, former make-up editor of the Memphis Press-Scimitar, has joined the public relations and sales promotion staff of the National Cotton Council.

HAROLD D. BARBOUR, formerly executive director, Community Chest of Greater Winnipeg, has joined G. A. Brakeley & Co. Ltd., fund-raising and public relations counsel, Montreal, as a vice president.

A. M. BRODINE, formerly with the public relations department of the Lago Oil & Transport Co., Ltd., Aruba, Netherlands West Indies, has joined the public relations and publicity department of Gray & Rogers, Philadelphia.



GEORGE H. WEILER, JR., who joined Chas. Pfizer & Co., Inc., last November, has been named director of public relations for the Brooklyn drug and chemical manufacturing firm.

PAUL O. RIDINGS, former co-owner of Whitherspoon & Ridings, Inc., has formed his own public relations firm with headquarters in Fort Worth, Texas.

CARRIERE AND JOBSON, Incorporated, Chicago, have moved to larger quarters in the McCormick Building.

ELAINE DUCAS, former promotion counselor for C. M. Deland and Milridge Woolen Company, has joined the Wool Bureau, New York, to serve in a liaison capacity between the organization's promotion and publicity departments and develop an expanded program of magazine publicity for the Bureau. **PHILIP RUTLEDGE**, former member of the promotion staff of the J. C. Penney Company, has joined the Bureau to handle the major phases of the men's wear publicity program.

The **NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION, INC.**, has moved its headquarters office to 271 Madison Avenue, New York.

DONALD B. CROWL, former director of business promotion activities for the National Association of Retail Drug-gists and associate editor of the N.A.R.D. Journal, has joined the Chicago editorial staff of Harshe-Rotman, Inc., Chicago and New York public relations firm. Another addition to the firm is **KENNETH R. DARRE**, former assistant to the product publicity manager of the Quaker Oats Company.

D. B. REED, JR., former vice president of Lester Langer Advertising, has been named director of advertising and public relations for Marion Power Shovel Company, Marion, Ohio.



JOSEPH L. STANTON, former assistant director of public relations for the Baltimore and Ohio Railroad, has been named director to succeed **ROBERT M. VAN SANT**, who re-

tired on October 1 after 42 years of service with the company.

SIDNEY M. MARAN, former editor of Ice Cream Field, has joined the staff of Bernard Relin Associates, New York public relations counsel.

GERALD E. BURNS, former head of the print and publications department of Vernon Pope, has been named account supervisor of the Lynn Farnol group in public relations. **WALTER DAMROSCH LITTELL** has joined the firm as editorial associate; his background includes research writing for Reader's Digest.



MORTON M. WINTHROP, former consultant to The Kallart Company, Inc., and publicity director of the Boston office of Hirshon Garfield, has joined Bevel & Associates,

Fort Worth, Texas, as an account executive.

JACK E. FUIR, former research analyst for N. W. Ayer and Son, Inc., has been named research director for John T. Hall and Company, Philadelphia public relations and advertising firm.

DANIEL J. SCHERER, formerly with the News & Special Events Department of the American Broadcasting Company, has been appointed assistant to the executive manager of the Atomic Industrial Forum, responsible for public information projects and the Forum's program of exhibits and annual trade fairs for the atomic industry.

H. F. WILLIAMS, public relations director of the Evansville (Ind.) Manufacturers' and Employers' Association for the past eight years, is now program director for the Employers Labor Relations Information Committee, Inc., New York.



WILLIAM A. MUTITT, formerly photographer for Bell Aircraft, has joined the Public Relations Department of The Carborundum Company as film supervisor in charge of the department's photographic section.

Gaynor & Company, Inc., New York public relations and advertising firm, has merged with Colman Prentis & Varley, Inc., also of New York. The new firm will be known as GAYNOR COLMAN PRENTIS & VARLEY, INC.

DR. ROGER M. BELLOWS, until recently head of his own personnel management consulting firm in Detroit, has been appointed director of personnel research and communications at General Foods Corporation, White Plains, New York.

ROBERT C. OLSON, formerly with Warwick & Legler, has joined Bozell & Jacobs, Inc., as an assistant account executive on the Air Force Reserve account.

ROBINSON-HANNAGAN ASSOCIATES, INC., has become an affiliate of HILL AND KNOWLTON, INC. The firm will continue to operate as a separate public relations organization, at its present address. Joseph Copps, who has been operating head of the business since William E. Robinson retired to become president of The Coca-Cola Company, will continue as president of the organization.

S. PRALL CULVINER has joined the Public Relations Department of Sylvania Electric Products Inc., New York, as a project manager. He was formerly with the Edison Electric Institute, where his activities included direction of the electrical industry's nationwide Light's Diamond Jubilee program last year.

ELLIS MURPHY, formerly public relations director of the American Institute of Architects, Chicago Chapter, has joined Carrière and Jobson, Inc., Chicago and New York, as an account executive specializing primarily in service to architectural firms and related organizations.

A Tulsa-Mexico City public relations and advertising affiliation has been announced by Benton Ferguson, president of the Tulsa firm of BENTON FERGUSON AND ASSOCIATES. The Mexico City affiliate is GUASTELLA-MCCANN ERICKSON ADVERTISING.

UNION CARBIDE AND CARBON CORPORATION, New York, has established a newly organized Public Relations Department. H. F. Bulkley has been named director of public relations, and T. C. Fetherston will be assistant to the director. George Sykes has been appointed manager of the department, with W. P. Burlund as assistant.

Westheimer and Block, St. Louis, is now known as FRANK BLOCK ASSOCIATES, following the retirement from the business of Louis E. Westheimer. The present partnership includes Frank Block and James H. Stobie.

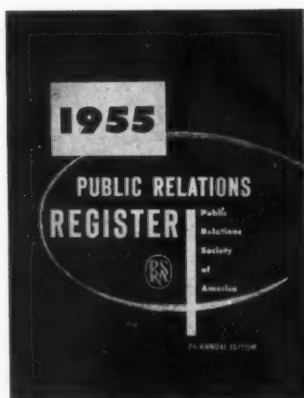
G. Edward Pendray, William W. Cook, and John Hoving announce the formation of PENDRAY, COOK & HOVING, formerly Pendray and Company, New York public relations consultants.

The merger of LION OIL COMPANY, El Dorado, Ark., into MONSANTO CHEMICAL COMPANY, St. Louis, as agreed upon by the directors of both corporations, was approved by shareholders of both companies in September. Lion Oil will be a division of Monsanto. John H. Gray, Lion's public relations director, recently entered study for the ministry.

FRED A. WALKER, former member of the public relations staff at Republic Steel Corporation, has joined Edward Howard & Company, Cleveland public relations consultants.

(Continued on page 26)

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HARSHE-ROTMAN, INC., Chicago and New York public relations firm with offices in five major cities, has added Los Angeles facilities to its services. Dan Baer, for two years a member of the Chicago editorial staff, will represent the firm in the West Coast city. **EDWARD ROBERT BROOKS**, formerly with Allied Public Relations Associates and Dixon Gayer Associates, is now an account executive in the firm's Chicago office.

MARK STROOCK, former contributing editor assigned to the business section of Time magazine, has joined Mellott, Thomsen, Pitney & Company, New York, as director of press relations.

ACCOUNTS

MELVA CHESROWN, INC., New York public relations firm, has been retained by Alexander Smith, Inc., and Burry Biscuit Corp.

HUGH SWOFFORD & ASSOCIATES, INC., New York and Chicago, has been appointed by the Ralph C. Coxhead Corporation of Newark, New Jersey, manufacturers of the Varityper, and by the Cloday Corporation, Cincinnati.

RUDER & FINN ASSOCIATES, New York, has been appointed public relations counsel for the newly formed Aquafoods Corporation, Tampa, Florida, and by The House of Louis Feder, Inc.

BOZELL & JACOBS, INC., has been retained by the Sta-Nu Company, Inc., Chicago; and the American Medical Association.

WITHERSPOON & ASSOCIATES, INC., Fort Worth-Dallas public relations agency, has been retained by the Fort Worth Steel & Machinery Company.

DANIEL J. EDELMAN AND ASSOCIATES, Chicago, has been retained by: Silver Creek Precision Corp., Silver Creek, New York; the Illinois Governor's Committee on Employment of the Physically Handicapped; the Textured Yarn Company, Philadelphia; Premium Plastics Company, Chicago.

DOREMUS & COMPANY, New York, has been retained by the Diamond Match Company.

BARKIN, HERMAN AND ASSOCIATES, Milwaukee public relations counsel, has been retained by: Robert A. Johnston Co., Clark Oil Company; Realist, Inc.; Manpower, Inc.; Florence Eiseman Originals; Marquette University; and the Wisconsin Cannery Association.

FARLEY MANNING ASSOCIATES, New York, has been retained by The Culver Educational Foundation, Culver, Indiana, and by Jim Nash Industrial Designers.

STEPHEN GOERL ASSOCIATES, New York, has been retained by Eastern Wine Corporation, New York, producer of Chateau Martin wines.

WOLCOTT & ASSOCIATES, Los Angeles, has been retained by Beckman Instruments, Inc., Fullerton, California.

PRESS RELEASE, INC., New York, has been retained by the State Upholstery Corporation.

ROWE-DOHERTY ASSOCIATES, New York and Washington, have been retained by Fort Washington Corporation, owners, developers and managers of Pennsylvania's newest planned "industrial park" community.

EARLE PALMER BROWN & ASSOCIATES, Washington, D.C., has been retained by the Washington Real Estate Board.

ALBERT FRANK-GUENTHER LAW, INC., New York, has been retained by Hawthorne Books, Inc., also New York.

GRAY & ROGERS, Philadelphia, has been retained by Webb Manufacturing Company.

HARSHE-ROTMAN, INC., New York and Chicago public relations firm, has been appointed by Noreen, Inc., Denver.

Norman Reader Receives French Government Medal

The French Government recently presented its Tourist Medal to Norman Reader, public information director of the French Government Tourist Office in North America. A native American who has been with the Tourist Office since 1946, Mr. Reader was made a Chevalier de l'Ordre du Merite Touristique which was established in 1949 for non-French persons. He was cited for his outstanding contribution to travel and tourism in France and for his efforts towards the betterment of Franco-American relations in the interests of world peace.



Southern Pacific Reorganizes Public Relations Set-up

The Southern Pacific Company has consolidated its Public Relations and its Passenger Traffic departments into one department, to be known as the Passenger Traffic-Public Relations Department. President D. J. Russell said that the merger was designed to give greater emphasis and importance to the railroad's public relations effort. The new set-up applies to the Company's system operations and is nationwide in scope.

K. C. Ingram, assistant to the president for more than 20 years, with responsibility for public relations matters, has been assigned other related duties, retaining his present title. Claude E. Patterson, vice president, system passenger traffic, has assumed the new title of vice president, system passenger traffic-public relations.

F. Q. Tredway, general advertising manager, has become assistant to the vice president, with jurisdiction over both advertising and public relations.

James G. Shea, manager of public relations for the Southern District, has been promoted to general public relations manager, with headquarters in San Francisco.

The professional public relations staff is retained as the nucleus of the public relations organization.

Oscar Ingels, veteran San Francisco newspaperman and manager of the railroad's public relations department has retired after serving with the Southern Pacific's press and public relations activities since 1928.

Scenic Film Offered By United Air Lines

A new color-sound motion picture that catches the zip of New York City, the mellow flavor of New England and the varied allure of other "Points East" has just been released by United Air Lines.

The film offers a vivid cross-section of the eastern United States. More than 50,000 feet of film were shot to encompass the historic sites and scenic wealth of seven Atlantic Seaboard states. This has been distilled into a 16mm film which runs 29 minutes. Free.

PUBLIC RELATIONS REALIGNMENT AT FORD

Since Charles F. Moore was promoted to vice president-public relations, there has been a realignment of public relations activities at the Ford Motor Company, Dearborn, Michigan.

S. W. (Bill) Morrel, formerly assistant director of the office of public relations, has been named general public relations manager and director of the general public relations office. His is one of the five offices under which all Ford public relations activities will be coordinated. The others are the public communication office, with Jack W. Clarke as director; the public relations projects and services office, with Leo C. Beebe as director; the institutional advertising office, with Ben R. Donaldson as director, and the civic affairs office, with Thomas R. Reid as director.

T. H. (Ted) Mecke, Jr., has been named executive assistant to the vice president-public relations, and Thomas L. Bewick will serve as administrative assistant.

Reporting to Mr. Clarke under the new organization will be three departments—news, headed by Ken Gregory; field operations, headed by Marc Parsons, and community relations, headed by Phil Martin.

The news department in turn has been divided into the following operations: media services—Roy J. Forrest, manager; Detroit-area press relations—Robert W. Hefty, manager; radio-television news—James P. Danaher, manager.

Why Communication Fails

Although Robert Lindsay cited a variety of reasons in his article "Why Communication Fails," (August issue), the University of Wisconsin News Service discovered still another one when it sent out a release based upon the Lindsay piece.

The envelope containing the story was returned unopened from the Milwaukee Associated Press Bureau. The reason: "Refused on Account of Postage Due."

New York Firm Opens Fourth Area Office

Dudley-Anderson-Yutzy, New York public relations firm, has announced the establishment of a Detroit branch office to serve its Detroit clients as well as to provide an additional regional base in the firm's network of field representatives strategically placed in 24 cities across the U. S. and Canada.

The Detroit office is under the management of Eugene R. Swaim, a former Detroit newspaperman.

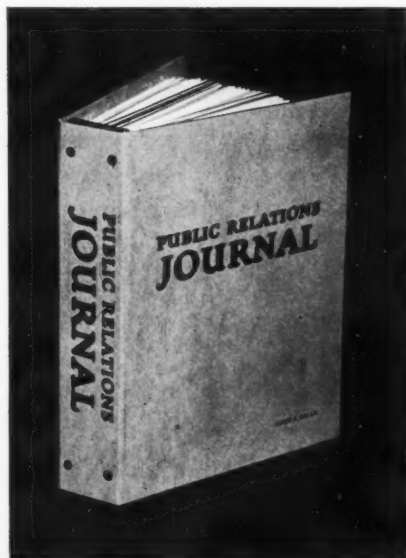
In addition to the Detroit, D-A-Y also maintains offices in Washington, San Francisco, and Atlanta. The firm lists 29 accounts, several of which it has served from 25 to more than 40 years.

The Washington office, continuing under the management of Martin C. Powers, has moved to the new Associations Building, 1145-19th Street, N.W.

Deliberate with caution, but act with decision; and yield with graciousness or oppose with firmness.

—Charles Hole

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ANNUAL REPORTS TO EMPLOYEES SHOW INCREASED MANAGEMENT INTEREST SECOND ANNUAL SCORE CONTEST INDICATES

Annual reports to employees are showing improvement, indicating a greater interest on management's part in sharing information with its people. They are more colorful, more thoughtfully presented. Individual reports, as distinguished from those appearing as sections of employee publications, are markedly on the rise.

On the other hand, there is still a pronounced tendency on the part of management to omit facts. Management still fails to give a complete picture of earnings. Management still hasn't mastered the art of explaining difficult matters simply; management isn't sufficiently graph-minded.

These are the highlight conclusions of five nationally-known judges who examined entries in the Second Employee Annual Report Contest conducted by The Score, a report to management on developments and trends in employer-employee communication.

The Aluminum Company of America, with a three-part entry—a specially-prepared report for employees, stockholder report made available to them, and a dramatic motion picture called "Highlights of 1954"—won first place with a score of 87.5 out of a possible 100. Second place went to the Arizona Public Service Company, which scored 85.8 for a color-

ful presentation prepared for several audiences which included the employee group. The third position was won by Esso Standard Oil Company with a rating of 84.2.

As in 1954, judges' ratings were severe, and although the winner topped last year's winners by 2.5 points, no entrant came even close to the possible 100 mark.

The Score contests are unusual in a number of respects. There is no "screening out" of entries—every judge sees every entry, and makes his appraisals independently of all four others. Each entrant, winner or not, receives an objective appraisal of his report, based on the individual observations of the judges and the editors of The Score.

The five-man judging panel for 1955 was the same as for 1954: Kenneth E. Olson, dean, Medill School of Journalism, Northwestern University, who judged for journalistic quality, chairman; S. R. Bernstein, editor of Advertising Age, who judged for effectiveness in the merchandising of the management story; Robert L. Bliss, executive vice president of PRSA, who judged for public relations value of the reports; Carl C. Harrington, editor of Mill & Factory, who judged for plant-level acceptance; and John A. McWethy, assistant managing editor, The Wall Street Journal, who

appraised the entries for their quality as financial statements.

Reports whose grades fell within the top 20% have been declared eligible for The Score Award.

Some pertinent remarks on the public relations value of the entries were made by Judge Bliss: "I felt the quality of the reports had improved and that some companies are doing an excellent job of spelling out the importance of the employee's job to the present and the future of the company, and relating the company's products or services to the over-all health of the national economy.

"... There is a preoccupation with making the annual report easy to read by 'humanizing' accounting terms, splitting up coins, etc., and too many company reports stop there, thinking that the job has been done when the finances of the report have been made easier to comprehend visually. What they are overlooking is the exceptional opportunity to 'merchandise' the company, its competitive position in its industry, its importance to the community and the country, and what makes its future prospects great—emphasizing the importance of the human employee factor in all such considerations."

California...here we come!*

8th National Public Relations Conference, Ambassador Hotel, Los Angeles, November 14-16, 1955 — with special events following immediately in San Francisco and Honolulu.

**Advance registrations for the conference have broken all records! This will be one of the nation's largest public relations meetings.*

Kirksey, Clark Merge in Houston



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George Kirksey



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Nicholson, III.

One of the largest public relations firms in the South, a six-partner organization, has been formed in Houston by the merger of George Kirksey & Associates and James A. Clark Company. The new firm is Clark, Kirksey & Company.

The six partners in Clark, Kirksey & Company are A. D. Bruce, Jr., James A. Clark, Hal Hazelrigg, Jr., John D. Kemp, George Kirksey and Patrick J. Nicholson, III. All are members of the Public Relations Society of America, and both Mr. Kirksey and Mr. Clark were instrumental in forming the Houston Chapter, which now has 56 members. Mr. Clark was first president of the Chapter and is a former PRSA director. Mr. Kirksey is now

serving on the PRSA Board.

Main purpose of the merger according to the heads of the two firms which joined forces, is to offer more overall experience and flexibility, including the services of a six-partner planning board, to clients.

Clark, Kirksey & Company will operate at the local, state, regional and national levels. The firm has operating agreements, through the Public Relations Management Corporation, with consulting companies in 14 major U. S. cities plus Mexico City, London, Toronto and Montreal. Service is also available on international trade accounts in the principal cities of Central and South America.

Foundations Information

The American Foundations Information Service has published a 32-page booklet of excerpts from the seventh edition of "American Foundations and Their Fields," which is available to Journal readers upon request without charge. Write to AFIS at 860 Broadway, New York 3.

Leadership Development Surveyed by AMA

More and more companies now have organized programs for developing their future leaders, according to a new survey of management development activity in American industry published by the American Management Association.

Fifty-four per cent of the 460 companies surveyed by the association in 1954-55 have some systematic plan, program, or method to facilitate the development of people in or for management responsibilities. An additional 21 per cent of the responding companies, though without formal programs, have designated members of their organizations to guide or promote management development. In all, 88 per cent of the responding firms said they were giving regular attention to the problem.

Evidence that this is a new trend in business is provided by the fact that more than 80 per cent of the programs reported in the survey have been in effect for ten years or less; more than 60 per cent of them are five years old or less.

The complete report of the survey is available in book form as AMA's Research Report No. 26, "Current Practice in the Development of Management Personnel." The 36-page paper-bound volume may be ordered through the association's publication sales division.

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News In Education

Columbia University Starts Public Relations Club

The School of General Studies at Columbia University has announced an adjunct to its courses in public relations. The Public Relations Club will conduct its first series of meetings during the academic year 1955-56. Guest speakers will be publishers, editors, public relations consultants, and representatives of industries and institutions.

William D. Patterson, associate publisher of the Saturday Review, was the guest speaker at the first meeting early in November; his topic, "The Public Service Revolution."

At the second meeting, Albert L. Ayars of Hill & Knowlton and an industry representative to be announced will discuss the part that public relations plays in obtaining financial and other aids to education. This meeting will be chaired by Gordon Brown of the New York State Charities Aid Association, who also conducts Columbia's course in public relations for non-profit organizations.

Later meetings will be concerned with community relations, product publicity, audio-visual media, and training for a public relations career.

Intended primarily as a university service to its students, the club meetings are not necessarily restricted to them. Anyone interested in attending the meetings may write for information to Sanford Kahrmann, The Public Relations Club, School of General Studies, Columbia University, New York 27.

Business Publication Course At Hunter College

Roslyn Willett of Farley Manning Associates, public relations, is teaching an evening course in writing and editing business publications at Hunter College's School of General Studies, New York, this fall.

Mrs. Willett has been editor of Inplant Food Management and Diner's Magazine, and on the edi-

torial staff of McGraw Hill's Food Engineering.

The course has been designed as a practical one for public relations and business magazine writers and prospective editors, including writing and editing, photography and production.

NYU Inaugurates Ph.D. in Public Relations

New York University this fall will inaugurate a program of study leading to a doctorate in public administration with a major in public relations. The doctorate will be the first of its kind available in the New York metropolitan area.

New York University officials devised the new program after numerous consultations with public relations executives. It is designed especially to meet the need for trained personnel in the area of governmental public relations.

Two of NYU's graduate schools will be involved in the program. Courses in governmental publicity and information, public relations, administrative communication, and the administration of overseas information and propaganda, as well as related courses in public administration, will be given by the Graduate School of Public Administration and Social Service.

Other related courses, such as those in government and the press, psychology of attitudes and opinion, the rise and significance of American publishing, and mass media and opinion measurement, will be offered by the Graduate School of Arts and Science.

The new Ph.D. program will be supervised by the deans of the respective schools, Dean William J. Ronan (Graduate School of Public Administration) and Dean Harold W. Stoke (Graduate School of Arts and Science).

Further information can be obtained from the Graduate School of Public Administration, 100 Washington Square East, New York 3.

Boston University Adds Industry Bookshelf

"Industry's Five-Foot Bookshelf," containing hard-cover books describing the history and operations of American industrial companies, has been established at Boston University's School of Public Relations and Communications. Contributions of more company books will be welcome, according to Professor Howard Stephenson, public relations chairman. The books are primarily used in case study work of graduate student seminars, but are made available to all students in the School.

"The day of the 'vanity' industrial book is about over," Professor Stephenson said in announcing establishment of the Bookshelf. "The present-day crop of company books shows a definite trend toward the objective factual approach. There is far less disguised sales promotion than was the case in typical company books of a few years ago. The reading public is coming to regard the company-sponsored book as a trustworthy source of information, and this is a real gain in industry's public relations."

"INDUSTRIAL RESEARCH— KEY TO JOBS AND PROGRESS"

The National Association of Manufacturers has recently produced a quarter-hour, 16mm sound motion picture which portrays the role of the modern day industrial scientist and engineer in developing new products for future jobs, economic progress and a higher standard of living for Americans.

NAM recommends the film for use by industry in helping employees and executives to understand the importance of research in maintaining the company's competitive position and providing increasing job opportunities . . . helping management and stockholder groups to understand the importance of research appropriations . . . recruiting technical personnel . . . creating goodwill with vocational guidance people in the local school system.

PR Service Guide . . .

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A new method for obtaining business announcement cards fast has been initiated by a New York City firm, which claims it can ship neatly designed thermographed announcement cards 48 hours after receipt of order. Available in two sizes with a choice of four designs and four type styles, with or without a panel. Plain or thermographed envelopes also supplied. **SG141**

LOW COST ADDRESSING WITH SPIRIT DUPLICATORS

A rapid low-cost system of addressing using direct-process duplicators and perforated gummed label sheets has been developed by a Chicago manufacturer of office duplicating equipment and supplies. The system uses master sheets ruled into 33 spaces to correspond with the 33 labels on standard perforated gummed label sheets. The user can duplicate as many copies of the addresses as are necessary at any one time, and the master can be filed for use at a later date. **SG-142**

NOVEL INVITATION

A novel mailer, used as an invitation to trade shows, has been developed by a manufacturer of loose-leaf binders and other selling tools. The eight-page invitation form, die-cut and printed in two colors, has the shape of a loose-leaf binder seen in perspective. Printed tabs call attention to place, time and event. Copy is brief, illustrations are simple line drawings. **SG-143**

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Claimed to be a revolutionary new automation inter-communication system, the Talk-A-Phone Super Chief provides two-way private conversation between stations without the use of any controls at either station during conversation. The system is operated automatically by your own voice. Available in ten or twenty station capacity. Features automatic traffic control which visually indicates whether the station you have selected to call is busy, not busy, or in conversation by the use of red, green and amber translucent glows. **SG-144**

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SG-146

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A 12-page booklet designed to inform business executives outside of the motion picture industry of the values and potentials of public relations films has been published by a leading film producer. The booklet discusses what the business film can do and the various problems being solved by industry through the use of films, including what is necessary for such a film and the available audience.

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Coming Events

November 10-11, 1955—Regional Conference on "The Role of Organizations in Community Development," sponsored by The Council of National Organizations of the Adult Education Association, St. Louis.

November 14-16, 1955—8th Annual National Public Relations Conference, sponsored by the Public Relations Society of America, Inc., The Ambassador, Los Angeles.

November 17, 1955—Psychology of Understanding People, Management Institute for Executives, Oklahoma A. & M. College, Stillwater, Okla.

November 21-22, 1955—Third Hawaii Public Relations Conference, sponsored by PRSA's Hawaii Chapter, Honolulu.

December 10-16, 1955—Atomic Exposition, in conjunction with the Nuclear Engineering and Science Congress, Municipal Auditorium and Annexes, Cleveland.

January 16-20, 1956—14th Exhibition of Printing, sponsored by the New York Employing Printers Association Inc., The Biltmore, New York.

February 9, 1956—Paths to Agreement in Communication, Management Institute for Executives, Oklahoma A. & M. College, Stillwater, Okla.

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Recent blessings-by-mail: Distillers Corporation-Seagrams Limited (Montreal 2) "The St. Lawrence Seaway, The Realization of a Mighty Dream." . . . "Association Activities, A Survey of 634 Associations", Trade Association Dept., Chamber of Commerce of the United States, Washington 6, D. C. (single copy, \$1.00). . . . "America's Next Twenty Years," a reprint of Peter Drucker's series of articles in Harper's, four sections, including "The Promise of Automation," (Harper-Atlantic Sales, Inc., 8 Arlington Street, Boston 16—\$25). . . . "Industry's Stake in Medical Education: Three Views," from National Fund for Medical Education, 2 West 46 Street, New York 36. . . . "How an American Company, Through Advertising and Public Relations, Has Combat Communism in Latin America," reprint of a speech by Edmund S. Whitman, director of public relations, United Fruit Company, before the International Advertising Association . . . a novel presentation of an employee retirement plan, McKesson & Robbins, Inc.'s "Finger Tip Guide," a die-cut wheel which presents financial aspects, answers questions . . . "The Jersey Standard Story" picture book of an oil leader at work in all aspects of activity . . . "Life Insurance Fact Book 1955," round-up of an industry and an institution, Institute of Life Insurance, 488 Madison Avenue, New York 22 . . . "Everything and the Kitchen Sink," the hundred year story of the Crane Company, and what its part of the American story has meant in progress. Excellent nostalgic art used in telling a good story very well.

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The Times, of London, advanced printing in 1814 with the introduction of the steam press; and again in 1868 with birth of the newspaper rotary press. As a leading exponent of the printing art, "The Printing Supplement of The Times," a recently published survey of every aspect of printing past and present, will be a valuable reference source. Styles in typography, layout, advertising illustration profusely illustrate the \$50 edition available from The Times, London, Inc., 45 East 51st Street, New York 22.

Special Libraries Assn. Sets Two Scholarships

The Scholarship and Student Loan Fund Committee of the Special Libraries Association has announced two \$500 scholarships for the academic year 1956-57, for graduate study in librarianship, leading to a degree at an accredited library school. Applicants must be college graduates of high academic achievement who need financial assistance in obtaining the professional education necessary for work in the special library field.

The Special Libraries Association is an international organization of librarians working in libraries and other information centers concerned with special subjects and serving business, industry, science, social welfare, government and the arts. The Association has over five thousand members in 29 chapters throughout the United States and Canada, as well as members in other countries.

Application blanks and details of eligibility may be obtained from the Executive Secretary, Special Libraries Association, 31 E. 10th Street, New York 3. Applications must be received by the Scholarship and Student Loan Fund Committee of the Association by March 1, 1956. Awards will be announced at the annual convention in Pittsburgh, June 1956.

Minneapolis-Moline Film Wins Conservation Award

The Minnesota Conservation Federation has presented its first annual business and industrial conservation award to Minneapolis-Moline Company.

The award was for the full-color film "To Conserve Our Heritage," a documentary on the past waste of America's natural resources, and present efforts to conserve forests, wild life, water, and soil. It is available for showing to civic groups, schools, churches, and other organizations without charge.

The film, produced by Bon D. Grussing, manager, and John Ruskinko, assistant manager of advertising, sales promotion, and public relations of the firm, has won over a half dozen important national awards.



John L. Dupree has resigned from Ivy Lee and T. J. Ross for family health reasons. He has moved to California where he has opened his own public relations consulting office in San Francisco. He will be retained by the New York public relations firm to serve its clients in California and Hawaii.

HISTORIC ISSUE!

Copies are still available of the commemorative 10th Anniversary Issue of the **PUBLIC RELATIONS JOURNAL**.

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DENNY GRISWOLD

*Editor and Publisher
Public Relations News
New York City*

* * *

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NIVERSARY ISSUE OF PUBLIC
RELATIONS JOURNAL. IT IS SIG-
NIFICANT MILESTONE IN
GROWTH OF SOCIETY. APPRECI-
ATE IF YOU WILL LET MILTON
(FAIRMAN) KNOW EVERYONE
HERE SENDS HIM THREE
CHEERS.

DAN J. FORRESTAL

*Manager of Public Relations
Monsanto Chemical Company
St. Louis, Missouri*

* * *

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TO EDGAR DIXON IN CARE OF
THE ROOSEVELT HOTEL IN NEW
ORLEANS. SEND BILL FOR POST-
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SHIRLEY D. SMITH

*Public Relations Counsel
Shirley D. Smith & Associates
Memphis, Tennessee*

* * *

This is to acknowledge receipt of
advance copy of your 10th Anniversary
Issue.

I have read several of the articles
and have studied the illustrations and
cut lines. You and your staff are to
be congratulated on a big job excel-
lently executed.

We are glad to have Public Rela-
tions Journal as one of our members'
publications. It is a credit to our in-
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(Deadline for copy is the 10th of month
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Help Wanted

HERE'S HOW

Leg it around . . . dig out the story . . .
write it fresh and watch it soak up
printers' ink. We're a national, mid-
western firm looking for the best young
publicist for this job. Prefer 25-30 age
bracket, college and a year or two of
PR experience. Important information
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A large midwestern company in heavy
industry is interested in securing the
services of two men. First, a staff as-
sistant with a sound public relations
background including work in commu-
nity relations. He must be a good
writer. Second, a man with a good eco-
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work on speeches for top executives
and fill in on other assignments when
they arise. Send full background, sal-
ary expected, and specimens of work.
All replies strictly confidential. Box
SR-11.

THAR'S GOLD IN THEM THAR HILLS!

The hills of San Francisco, that
is. That's why I'm heading west
shortly for new business "prospect-
in" after ten years a highly
successful publicist, PR counselor
and account executive in New York
building sales, good will, prestige
for a variety of packaged products,
trade associations, etc. Business
Week Magazine heralds the current
westward trek as the "massive"
movement of industry to the west.
I'd like to open a branch office for
you (or join an office already estab-
lished), use enviable press, other
media connections both coasts, dig
for new business pay dirt. Who'll
be the first progressive PR or ad
agency head with vision, to ask that
I pan some California gold dust for
him? Box PJ-11.

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Public Relations Officer Plus

Now successfully employed, solid experience in
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tration, plus.

STRONG PRESS RELATIONS

Seasoned hand at news, controversy, long range
prestige building; top reputation with New York
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Available for free-lance assignments
or full-time PR position—woman with
wide experience international, institu-
tional field, excellent knowledge Ger-
man, French. Box BA-11.

Wire Service Editor—Held down top
NY Bureau desk slot, seeking to con-
vert 2 year picture experience and
writing talent into PR position. Mar-
ried, 26, will relocate. Box X-11.

PR man, now employed, wants job call-
ing for experience in planning, writing,
and producing promotional pamphlets
and brochures. All-around PR experi-
ence, incl. releases, features, special
events, and public speaking. Box GL-11.

Ten years varied PR experience in in-
dustry. Employee, customer, share-
holder, community and media relations.
Sales promotion. M.B.S. Bus. Admin.
PRSA officer. Married; 37; willing to
relocate. Box PRJ-11.

PUBLIC RELATIONS DIRECTOR,
35, metropolitan university, experi-
enced in all phases of public relations,
promotion, writing, editing. Seeks po-
sition in industry. Box WA-11.

Energetic PR man; outstanding skills
in writing, contact and story place-
ment. Seeks challenging job in public
relations-communications. B.A. Public
Relations; married; age 37. Now com-
pleting 3 yr. assignment on \$50 mil-
lion industrial project. Box SE-11.



cotton...Nature's miracle

Time was when a miracle was a miracle. Today? If some new gadget works at all, it's called a miracle. So that yesterday's miracle may become today's mistake. Lots of wonderful things were never called miracles. All naturals too. Like oil, a rose, rubber, and our own special favorite, cotton. Yet, while so many things are being *called* miracles, cotton goes on performing them.

CONSIDER THE WASHABILITY OF COTTON. That's a miracle everyone takes for granted. Easy dunking in a basin, a quick turn in the washing machine. Cotton comes out bright and sweet-smelling every time.

COLOR-FASTNESS ... a well-known virtue! A seven-year laboratory and practical performance study of a thousand garments *proves* that cotton tops other fabrics for all-round color-fastness.

WEAR. We have figures if you'd like them ... which show that cotton has the highest wear resistance of all textile fabrics in common use today.

HEAT. Run an electric iron over a piece of cotton and you *know* it's heat resistant. Sterilize some cotton by boiling it, and you've proved your point again.

COOLNESS. Why cotton for summer clothes? It's fashion air-conditioning, that's why! Cotton's special absorptive capacity and its quick release of moisture through evaporation are two reasons why cotton is a *cooler* fabric.

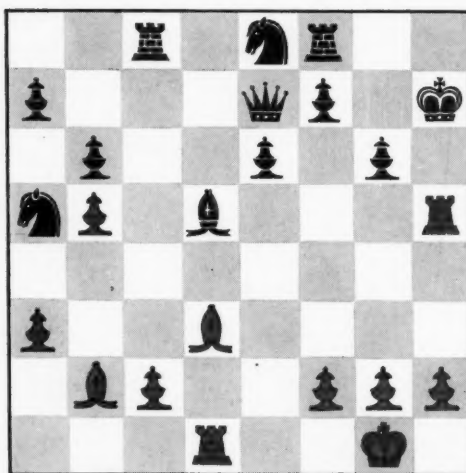
PERSPIRATION RESISTANCE. Perspiration has to work overtime to fade cotton or reduce its strength. It's next to impossible to do it.

PERMEABILITY. No matter how tightly cotton is woven, it still allows your body to "breathe". Chemists call this important health factor "transpiration of water vapor."

These are the superiorities that make cotton nature's miracle.

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gets
around!



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*Take the Detroit area. Small but social Grosse Pointe has over 40 times as much New Yorker circulation as big, industrial Hamtramck.



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